ATTITUDE TOWARDS SYSTEM USAGE: A CASE STUDY AT FREESCALE SEMICONDUCTOR MALAYSIA SDN BHD

By

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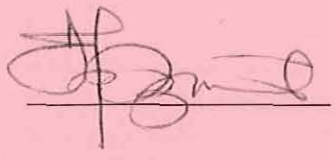

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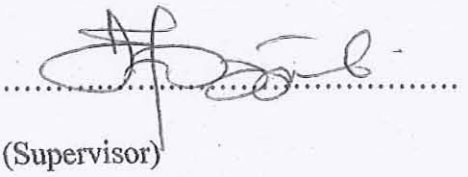

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ABSTRACT

This study aimed to identify the relationship between job relevance, result demonstrability, system self-efficacy, perceived enjoyment, perception of external control, compatibility with practice, computer anxiety and attitude towards system usage. Therefore, a total of 211 employees of Freescale Semiconductor Malaysia who are using the Personal Change Request (PCR) Online were selected as respondents for this study. The instrument is taken from a questionnaire that was developed by the previous researchers.

Data analysis used descriptive analysis (mean, frequency, mode and standard deviation) and the inference statistic that Spearman Correlation and Regression Analysis. The result shows that there is significant correlated between job relevance, result demonstrability, system self-efficacy, perceived enjoyment and perception of external control with attitude towards system usage. While the result of correlation analysis between the variables also showed a non-significant relationship between compatibility with practice, computer anxiety and attitude towards system usage.

The implication of the study is discussed in such of practice and contribution for knowledge. Some suggestions for improvement in term of practice are also discussed such as organisation needs to design a user-friendly system to have a very direct and clear link between improved system usage and enjoying as the system user.

ABSTRAK

Kajian ini adalah bertujuan untuk mengenal pasti hubungan antara *job relevance, result demonstrability, system self-efficacy, perceived enjoyment, perception of external control, compatibility with practice, computer anxiety* dengan *attitude towards system usage*. Oleh yang demikian, seramai 211 orang pekerja Freescale Semiconductor Malaysia yang menggunakan Personal Change Request (PCR) Online telah dipilih sebagai respondant bagi kajian ini. Instrumen kajian ini diambil dari soal selidik yang telah dibangunkan oleh pengkaji terdahulu.

Analisis data yang digunakan adalah Analisis Deskriptif (min, frekuensi, kekerapan dan sisihan piawai) dan Analisis Kolerasi *Spearman.* Hasil analisis kolerasi menunjukkan bahawa *job relevance, result demonstrability, system self-efficacy, perceived enjoyment* dan *perception of external control* dengan *attitude towards system usage* adalah signifikan. Manakala, hasil analisis kolerasi antara pemboleh ubah kajian juga mendapati terdapat hubungan yang tidak signifikan antara *compatibility with practice* dan *computer anxiety* dengan *attitude towards system usage*.

Kajian ini turut membincangkan implikasi kepada praktis kepada organisasi dan juga sumbangan kepada pengetahuan. Beberapa cadangan kepada penambahbaikan dari segi praktis turut dibincangkan, antaranya ialah organisasi perlu organisasi perlu mewujudkan sistem yang mesra pengguna supaya dapat meningkatkan minat pengguna menggunakan sistem.

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Last but not least, my deepest gratitude to my beloved husband Mohd Rafiq Hazwan Bin Mohammad Rusnin, my daughter Zara Nur'Izzah, my parents and all of my family for their love, concern and encouragement from the very first day I registered into this program. I will never forget their continuous support.

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CHAPTER 1
INTRODUCTION

1.0 Introduction

The enhancement in system technology is happening very fast in this modern world. No doubt, installation of various system has helped the management in coordinating and managing business with speed and accuracy. In most organizations, managers need support from various system to manage employee. One such system is E-HRM. The E-HRM is a system that has potential to improve the services provided by the HR department for both employees and management. E-HRM can improve the efficiency and effectiveness of the HR department. Therefore, it allows HR to become a strategic partner in achieving organizational goals.

In general the benefits of E-HRM are many. One of them is that, E-HRM assists organizations in achieving transactional and transformational goals. Transactional goals means E-HRM could help organizations in reducing costs, while transformational goals means E-HRM helps in improving the allocation of time for HR professionals so that they may address more strategic issues. Besides these operational benefits, E-HRM also has relational impacts for a business. E-HRM provides a company's employees and managers with the ability to access HR information and increase the connectivity to all parts of the company, and even to outside organizations. And finally e-HRM creates process standardization, and this can ensure that organizations remain compliant with HR requirements, thus also ensuring more precise decision-making. As a result of standardization, the line and middle managers are empowered to perform certain chosen HR functions, and this reduce various administrative tasks that HR department have to perform, allowing HR staff to focus less on the operational and more on the strategic

elements of HR. In short, there are many benefits that could be gained with the implementation of E-HRM.

1.1 Background of the Study

Like many other organizations in Malaysia, Freescale Semiconductor also implemented E-HRM. Freescale Semiconductor is multinational company which has been operating in Malaysia for the past of fifty years. Freescale's headquarter is based in Austin, United States of America. Besides Malaysia, other Freescale companies are also located at more than twenty countries all over the world. These areas are categorized into three regions which are America, Europe, the Middle East and Africa (EMEA) and Asia Pacific.

There are four main lab located in America and France. In addition to that, there are two final product manufacturing are based in Kuala Lumpur, Malaysia and Tianjin, China. This company employs more than nineteen thousand employees from various nationality including Brazil, Canada, Czech Republic, Germany, Hong Kong, India, Italy, Japan, Korea, Mexico, Romania, Russia, Sweden, Switzerland and United Kingdom.

Currently, this company served four main market segments that provided processing solutions, and these are automotive, consumer, industrial and networking. The Company has extensive intellectual property portfolio including almost 6,100 patents families to serve more than 18,500 customers. Well planned investment approximately USD700 million annually in research and development, Company gain achievement as number one supplier of application processors in eReaders, automotive MEMS, communication processors and RF power amplifiers. In conjunction, company gain revenue was USD4.57 billion and leading positions in automotive microcontrollers, semiconductors (China) and microcontrollers.

1.1.1 Freescale in Malaysia

Freescale Semiconductor Malaysia Sdn Bhd is located in Free Industrial Trade Zone (FIZ), Petaling Jaya, Selangor. It's built up of 750,000 sq. ft. on 20-acre site. This facility is a modern semiconductor facility for assembly and testing integrated circuits (IC). It was established in Aug 1972 and among of 7 pioneer companies in semiconductor industry in Malaysia. As the Company contributes among the highest investment to the country, Government has given incentive and strong support to semiconductor industry. Thus, FIZ zone was established as one of the initiative to encourage investor to invest to Malaysia.

Freescale Semiconductor Malaysia employed more than 4,000 employees including 500 engineers, 2,000 direct labor and the rest are from management and support team. As a well-established company, employees are retain with long year of service as more than 35 years. Their age are between 20 to more than 55 years old.

1.1.2 E-HRM at Freescale

As Global Multinational Company operating at more than 20 countries, Freescale has invested a lot in E-HRM. This E_HRM system is mainly being used by managers, who are empowered to perform certain HR task and also to manage their employees. For context of this study, the E-HRM is limited to Personal Change Request (PCR). PCR Online is an internet based system. It is used by the Supervisors, Managers and HR Administrative staff to make changes on employee's data such as salary, position, promotion, job level, cost center, create organisation, transfer and work schedule. This information then will be interfaced into the overall HR system called SAP System.

The SAP system is used to maintain employees' master data, and this system is owned by the HR Department. The SAP System has been implemented by the Freescale

since 2007. The SAP system is control by HR Operations Global team at global level for system configuration or changes as required by local HR team. The SAP system functions as a database of employee's information and details. The employee's information is updated by outsourcing company called Human Resources Helpdesk (HRHD) which located at each region. They are responsible to update the data into the SAP system based on the request from Freescale.

When data or information in SAP System is updated, the system will interfaced with other downstream systems such as Performance Management System and Hiring called Taleo System, Attendance System called Kronos, Payroll System called SAP ADP Payroll System and other interrelated system in the Company. This interfacing is shown in Figure 1.

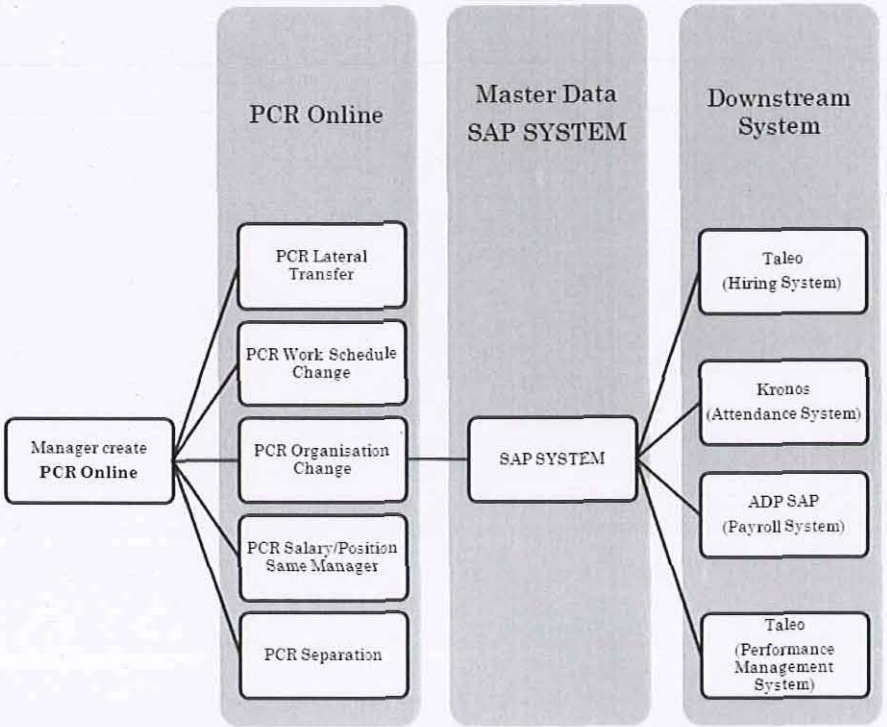

Figure 1: PCR Online for data feeding into SAP System and interfacing into downstream system

The Taleo system is using to maintain on the hiring process which handle by Talent Acquisition team. This system is start with approval of requisition of hiring by the management. The hiring manager is responsible to initiate the requisition in the system. The approving will be routed to HR Department once the candidate has been selected for hiring. The Human Resources Director is responsible for the approval and then data will be interfaced into SAP system for hiring confirmation called "pre-hire". Prior on boarding, the Talent Acquisition is responsible to initiate request to the HRHD on the new hire's information such as compensation package, date join, education information, health plan information and other related information. Since the system implemented by the organisation, Talent Acquisition processing approximately 50 new hires per month.

The other module that created under the Taleo system is performance management system. The information such as employee's ID, name, organization structures and position is feed from the SAP master data. This system is accessing by the entire employee's in the organisation for them to update their performance. It is starts with the yearly goal from management early of the year. Employees are responsible to update their target goal of the year in the system which aligns with the management goal. The system can be assessed by the employee throughout the year for performance update. At the end of the year, the performance shall be signed off and report will be generated as reference by Compensation and Benefits team for the employee's increment.

The organisation has implemented Kronos system for maintaining the employee's attendance and leaves record. Data that interface from SAP data to the Kronos system such as employee's ID, name, manager, shift schedule, job level and leave of absence status. Employees need to scan their badge at 22 terminals which located in the plant for the attendance record. The record will be appeared in the employee's timecard which align with the work schedule and job level of the employees. The work schedule will recognize

the punch in and out of employees in order to track the employee's attendance as well as overtime. Whereby, the job level is very important for the Kronos system to recognize the benefits that entitle by the employee such as Job Level A and B (Operator and Technician) are entitled for Shift Allowance. The timecard's approval will be routed to the Manager and it is require approval of timecard before the Kronos cut-off. The employee's timecard information such as overtime and shift allowance will be interfaced into ADP Payroll system for payroll process.

Finally, ADP payroll system is using by Payroll team in processing employee's salary. Employee changes that initiated thru PCR Online by manager will be interfaced into ADP payroll system such as Salary Changes, Promotion, Job Level Changes and Separation (resignation). Basically, the information that will be interfaced into ADP payroll system is related to financial impact and employee's pay.

The organisation has invested a lot to build the E-HRM to increase efficiency and effectiveness of task related to HR administrative. There are challenges facing by HR Department and the system user in implementing E-HRM. This study is conducted in order to understand the root cause of the challenges.

1.2 Problem statement

One of the on-going issues in the management of information technology is the complexity of recognizing important factors that could encourage users to accept and make use of systems that was developed and implemented by others.

At Freescale, the HR department faced challenges to educate the manager to use the PCR Online, and E-HRM system. One of the reason is the managers still prefer to use the manual system rather than online system in conducting all HR related activities. For

example one of the PCR Online called PCR Separation which can be used by manager in recording separation information for employee who is leaving the organisation. It is very important for the manager to initiate the PCR Separation on time so that the payroll team will be able to process the final payment for the leaving employee properly. In addition, the PCR Separation is also must be initiated on time by the manager to avoid overpayment to the employee who has left the organisation. Overpayment could happen when resign employee is shown as active in the system even thou his/her physical last working day has already passed.

Late PCR Separation initiate by manager for resign employees has become a problem at Freescalee ever since the PCR Online was implemented. The late of PCR Separation for Malaysia was reported as more than 50 percent in every quarter. A root cause analysis has been conducted to understand the reason of late PCR Separation recorded. Feedback that was received from the managers is that they are not understand very well on the information which need to be updated when initiate the PCR Separation. They feels that the question and requirement needs prior to do the changes are quite confusion and in such not ready or feel afraid in using the system. In such, manager requested manual form to be filled up in order to complete the PCR Separation.

Currently, there is not enough attention has been given to the antecedent factors of attitudes towards using E-HRM. Even Yusliza and Ramayah (2011) emphasized that it has become increasingly important to gain a greater understanding of the factors on attitude towards using E-HRM. Previous studies on HR system indicated that compatibility with practice (Agarwal and Prasad, 1997; Taylor and Todd, 1995), system self-efficacy (Compeau and Higgins, 1995; Venkatesh, 2000) and computer anxiety (Howard and Smith 1986, Igbaria and Chakrabarti 1990, Igbaria and Parasuraman 1989) are important factors

that influence attitude towards system usage. Hence, it is important to study whether these same factors are also affecting attitude towards system usage at Freescale.

Besides that, there are some other variables which are also included in this research. These variables are job relevance, result demostrability, perception of external control and perceived enjoyment. Empirical study showed that the job relevance has a significant influence on attitude towards system (Gavin & Yangil, 2010). Venkatesh and Morris (2000), on the other hand, revealed that result demonstrability is critical to understand the acceptance of system as it play significant roles in shaping user's beliefs. Venkatesh (2000) also indicated that perception of external control defined as degree to which an individual believes that an organizational and technical infrastructure exists to support use of the system. Lastly, a study done by Van Der Heijden (2003) revealed that perceived enjoyment has an effect on both attitudes toward using a specified system. Although all these variables have been previously shown to have a significant impact on attitude towards system usage, there is still a need to know whether these same variables have the same effect on the employees at Freescale. Therefore, there is a need to determine the correlation between all these antecedent variables and attitude towards system usage among Freescale employees.

1.3 Research Question

Based on the discussion of the problem, the research questions addressed are follows:

1. What is the relationship between compatibility with practice and employee's attitude towards system use?
2. What is the relationship between job relevance and employee's attitude towards system use?

3. What is the relationship between result demonstrability and employee's attitude towards system use?
4. What is the relationship between system self-efficacy and employee's attitude towards system use?
5. What is the relationship between perception of external control and employee's attitude towards system use?
6. What is the relationship between computer anxiety and employee's attitude towards system use?
7. What is the relationship between perceived enjoyment and employee's attitude towards system use?

1.4 Research Objectives

Hence the objectives of this study are as follow:

1. To determine the relationship between compatibility with practice and employee's attitude towards system use
2. To determine the relationship between job relevance and employee's attitude towards system use
3. To determine the relationship between result demonstrability and employee's attitude towards system use
4. To determine the relationship between system self-efficacy and employee's attitude towards system use
5. To determine the relationship between perception of external control and employee's attitude towards system use

6. To determine the relationship between computer anxiety and employee's attitude towards system use
7. To determine the relationship between perceived enjoyment and employee's attitude towards system use

1.5 Significance of the Study

At the end of the research, the finding could provide some useful information from both knowledge and practical aspects. For the knowledge aspect, the methods in this research may be useful to be used as reference by other researchers who conducted study related to attitude towards system usage.

Practically, the findings from this study could benefit organizations to provide sufficient support to them, present and future users of E-HRM at work. It is important to have a better understanding of the situation faced to enable human recourse practitioners to take proactive steps in increasing acceptance of system usage among the employees. If this study is not conducted, the organisation not be able to understand the factors that contributes towards acceptance usage of E-HRM at the early stage and in such not be able to deal with the factors with proper solution towards the implementation of the system.

1.6 Definition of Variable

The variables are defined as follow where covered under the scope of this research:

- *Compatibility with Practice.* The definition of compatibility with practice is adapted from Rogers (1983) which refers to the degree to which the innovation is perceived as consistent with the existing values, past experiences, and needs of the potential adopter.

- *Job Relevance.* In this study, the definition of job relevance based from the work of William and Sonja (2002) refers to individual's perception regarding the degree to which the target system is relevant to his or her job.
- *Result Demonstrability.* Result Demonstrability is also work from William and Sonja (2002) which defined as tangibility of the results of using the innovation.
- *System Self-Efficacy.* The definition of system self-efficacy in this study was developed by Afrodite, Stella and Aspasia (2012) which defined as the degree to which an individual beliefs that he or she has the ability to perform specific task/job using computer.
- *Perception of External Control.* This study defines perception of external control as the degree to which an individual believes that an organizational and technical infrastructure exists to support use of the system. The definition was based on work from Venkatesh (2000)
- *Computer Anxiety.* Definition of computer anxiety was based on work from Venkatesh (2000) which defined as the degree of an individual's apprehension, or even fear, when she/he is faced with the possibility of using computers.
- *Perceived Enjoyment.* This study defined the perceived enjoyment as the extent to which the activity of using a specific system is perceived to be enjoyable in it's own right, aside from any performance consequences resulting from system use. The definition is based from work by Mun and Hwang (2003)
- *Attitude Towards Usage*. For the reason of this study, the conceptualization by Shih (2004) were used in defining the attitude towards usage as individual's positive or negative feeling about performing the target behavior (e.g., using a system)

1.7 Organisation of the thesis

This study therefore conducted to understand the factors affecting on Employee's Attitude Towards Usage of Human Resource System in Freescale Semiconductor. In the Chapter 1, the study background, problem statement, research question, research objectives and conceptual definition of variable. Then in Chapter 2, the literature review on the previous study conducted and the study framework. Chapter 3, the methodology using for the study, sample population and instrument of questionnaire. Chapter 4, the results of the questionnaire and final chapter 5, the findings and conclusion of the study.

CHAPTER 2
LITERATURE REVIEW

2.0 Introduction

There are a lot of researches studied on technology acceptance model on the factors that influence the attitude towards usage of HR System. This chapter is present to review literatures related to Human Resource System. This chapter will discuss the variables to study the employee's attitude towards usage of Human Resource system. End of chapter, there are theoretical framework of the study to be addressed.

2.1 E-HRM

Most of the studies on E-HRM are undertaken in USA and Europe. There are fewer studies from Malaysia, a country that is environmentally, economically, and technologically far different from the developed economies countries. Because of the huge difference in the market environment and management mechanisms between developed countries and Malaysia, there should be a considerable difference in research results on E-HRM.

Previous studies on E-HRM have been conducted by researchers in developed countries. Laumer, Eckhardt and Weitzel (2010) studied E-HRM in an E-Business environment among 144 HR managers from Germany's top 1,000 firms. Their survey results revealed that HR managers' most pressing challenges are staff retention and internal and external employer branding. They stressed the importance of devising an E-HRM that is both effective, i.e. adequately fills vacancies, and efficient, i.e. makes best use of scarce resources.

Strohmeier and Kabst (2009) examined the factors that influenced the cross-national organizational adoption of E-HRM in Europe. Major general and contextual influence

factors were derived and tested by means of logistic regression in a large-scale survey with a sample of 2,336 organizations in 23 European countries. They revealed that E-HRM is a common practice throughout Europe since two thirds of all organizations have already adopted E-HRM. They also found that major determinants of E-HRM adoption are size, work organization, and configuration of HRM. Voermans and van Veldhoven conducted a study on attitude towards E-HRM. They utilized an online questionnaire, in which 99 managers and 257 employees within Philips (Electronics) Netherlands participated. They found that differences in perceived usability of current IT systems, as well as the preferred HR roles of strategic partner (high preference) and employee champion (low preference), were related to a positive attitude towards E-HRM systems. For managers, user support was also found to be a predictor of a positive attitude towards E-HRM.

2.2 Attitude Towards System Usage

Attitude is defined as individual's positive or negative feeling about performing the target behavior (e.g., using a system) (Shih 2004). Attitude can be classified into main construct, attitude toward the object and attitude toward the behavior. According to Davis (1993), attitude towards usage defines as "the degree to which an individual evaluates and associated the target system with his or her job". The attitude toward behavior relationship represented in TAM theory implies that, all else being equal, people form intentions to perform behavior toward which they have positive effect.

Attitude towards usage has been identified as factor that guides future behavior or the cause of intention that ultimately leads to a particular behavior. This variable was influence actual use or acceptance of the computer system or technology. Based on Fusilier and Durlabhji (2005) study on college students in India, they found that the effect of attitude

on intention appeared to be attractive with subjective norm rather than as main effect. As revealed in empirical studies done by Yusliza and Ramayah (2011) found that clarity of E-HRM goals, user satisfaction with E-HRM, perceived usefulness, perceived ease of use, intention to use E-HRM, user support, social influence, and facilitating condition have a significant impact on attitude towards using E-HRM.

2.3 Factors affect to the Attitude Towards System Usage

2.3.1 Compatibility with Practice

The definition of compatibility with practice is adapted from Rogers (1983) which refers to the degree to which the innovation is perceived as consistent with the existing values, past experiences, and needs of the potential adopter. Karahanna et al. (2006), on the other hand, defined compatibility as the perceived cognitive distance between an innovation and the organization's habitual method of accomplishing a task. Inherently this means that individuals are not only prejudiced by the forerunner of the new technology but also by prior beliefs and behavior they developed throughout time. Compatibility should assess the equivalence between a new technology and different aspects of individuals and situations in which it will be employed. Karahanna et al. (2006) brought forward four dimensions reflecting this definition; compatibility with existing work practices, compatibility with preferred work style, compatibility with prior experience, and compatibility with existing values.

Diverse studies identified a significant relationship between compatibility and technology acceptance (Agarwal and Prasad, 1997; Taylor and Todd, 1995). A study performed by Tornatzky and Klein (1982) concluded that, from ten innovative aspects, only relative advantage, complexity and compatibility were consistently and significantly

related to technology adoption. However, integrating compatibility in models of technology acceptance has had limited success thus far. According to Karahanna et al. (2006) this was due to the inadequate operationalization of the compatibility construct.

Compatibility had a significant positive influence on Attitude (Ramayah and Norazah 2010). Using the e-Government system will fit well with the way users work and also fit into their work style. The setup of the e-Government system will be compatible with the way they work.

In related to this study, the definition by Roger (1983) is referred as base to defined compatibility of practice as the degree of acceptance of system innovation which may lead to the changes of the manager in performing their task in past or after the system implementation.

2.3.2 Job Relevance

In this study, the definition of job relevance based from the work of William and Sonja (2002) refers to individual's perception regarding the degree to which the target system is relevant to his or her job. According to Gavin and Yangil (2010) revealed in their study among the nurse using smartphone provided empirical support that the innovation characteristics of observability, compatibility, job relevance, internal environment, and external environment influence nurses' attitudes toward use of a smartphone.

2.3.3 Result Demonstrability

Result Demonstrability is part of the work of William and Sonja (2002). This variable was defined as tangibility of the results of using the innovation. Study conducted by Venkatesh and Morris (2000) revealed that result demonstrability, and social influence are critical

understanding of user acceptance of IT because these factors play significant roles in shaping user's beliefs. According to Mao and Palvia (2006) in their study mentioned that result demonstrability was a significant factor among Chinese IT users attitude, whereas it had no impact on users' attitude in U.S. studies. This difference can be explained by the uncertainty avoidance dimension of culture. The Chinese culture (and also the Korean culture which is our research context) is characterized high on uncertainty avoidance whereas the American people are more risk tolerant. When the outcome of certain behavior is clear and certain, it reduces uncertainty leading to greater acceptance.

2.3.4 System Self-Efficacy

The definition of system self-efficacy in this study was developed by Afrodite, Stella and Aspasia (2012) which defined as the degree to which an individual beliefs that he or she has the ability to perform specific task/job using computer. Computer self-efficacy influences the acceptance and use of technology (Venkatesh, 2000). Computer self-efficacy refers to the perceived competence to perform specific computer tasks and to the extent to which individuals perceive themselves capable of using computers for diverse applications (Compeau and Higgins, 1995). Computer self-efficacy influences the acceptance and use of technology (Compeau and Higgins, 1995; Venkatesh, 2000). According to Compeau and Higgins (1995) individuals with high self-efficacy use computers more, enjoy themselves to a higher degree while using them, and experience less computer anxiety. Durndell and Haag (2002) found that lower computer anxiety correlated positively with higher computer self-efficacy, which in turn resulted in more positive attitudes towards and more intense use of the Internet.

2.3.5 Perception of External Control

This study defines perception of external control as the degree to which an individual believes that an organizational and technical infrastructure exists to support use of the system. The definition was based on work from Venkatesh (2000). Specifically, internal control relates to knowledge, self-efficacy and external control relates to the environment (Terry 1993). In such, related to this study, the definition by Venkatesh (2000) as based which defined that the managers expectation on sources provided related to the system and support from management are exist in organization for system usage.

2.3.6 Computer Anxiety

Definition of computer anxiety was based on work from Venkatesh (2000) which defined as the degree of an individual's apprehension, or even fear, when she/he is faced with the possibility of using computers. According to Bertrand and Bouchard (2008), out of four personal factors retained in their model, three are determinants of the perceived ease of use (perception of external control, anxiety towards computers, computer playfulness). It seems here that the users had general beliefs associated with the use of computers and these could remain stable and constant as long as experience with the system matches expectations. This result is in line with those obtained by Venkatesh (2000). A significant body of research in psychology has highlighted the importance of computer anxiety by demonstrating its influence on key dependent variables. For example, computer anxiety has been shown to have a significant impact on attitudes (Howard and Smith 1986, Igbaria and Chakrabarti 1990, Igbaria and Parasuraman 1989). From a pragmatic standpoint, with the increasing popularity of computers in the workplace and homes, there may be some question about whether the construct of computer anxiety, is still relevant. In fact, there is

recent field evidence to indicate the existence of computer anxiety and high variability across individuals (Bozionelos 1996)

2.3.7 Perceived Enjoyment

This study defined the perceived enjoyment as the extent to which the activity of using a specific system is perceived to be enjoyable in it's own right, aside from any performance consequences resulting from system use. The definition is based from work by Mun and Hwang (2003). According to van der Heijden (2003) in his research demonstrates that perceived enjoyment has an effect on both attitude and consumers' behavioral intention toward using a specified source. According to Liao, Tsou and Shu (2008) there is supported with a linkage between perceived enjoyment and attitude towards MOD. The impact of perceived enjoyment on attitude is about twice as significant as perceived usefulness, and is higher than perceived ease of use.

Enjoyment refers to the extent to which the activity of using a computer system is perceived to be personally enjoyable in its own right aside from the instrumental value of the technology (Davis et al., 1992). Prior research proposed enjoyment as a determinant of behavioral intention (Davis et al., 1992) and as a determinant of ease of use (Venkatesh, 2000). According to Davis et al. (1992), "extrinsic motivation refers to the performance of an activity because it is perceived to be instrumental in achieving valued outcomes that are distinct from the activity itself". In contrast, "intrinsic motivation refers to the performance of an activity for no apparent reinforcement other than the process of performing the activity per se". Davis et al. classified enjoyment as a type of intrinsic motivation and perceived usefulness as a type of extrinsic motivation. Venkatesh (1999) compared two training methods (traditional training vs. game-based training) and found the training

method with a component aimed at enhancing intrinsic motivation to induce higher ease of use perceptions. Later, Venkatesh (2000) conceptualized enjoyment as an antecedent of ease of use, whose effect increases over time as users gain more experience with the system. However, the specific effect of enjoyment on ease of use has been largely overlooked in a web-based context.

2.4 Research Framework

The research framework presented in Figure 1 is proposed. External variable has is identified in this framework such as Compatibility with Practice, Job Relevance, Result Demonstrability, System Self Efficacy, Perception of External Control, Computer Anxiety and Perceived Enjoyment. This is study is conducted to examine the factors affecting attitude towards usage of Human Resources System among employee in Freescale Semiconductor Malaysia.

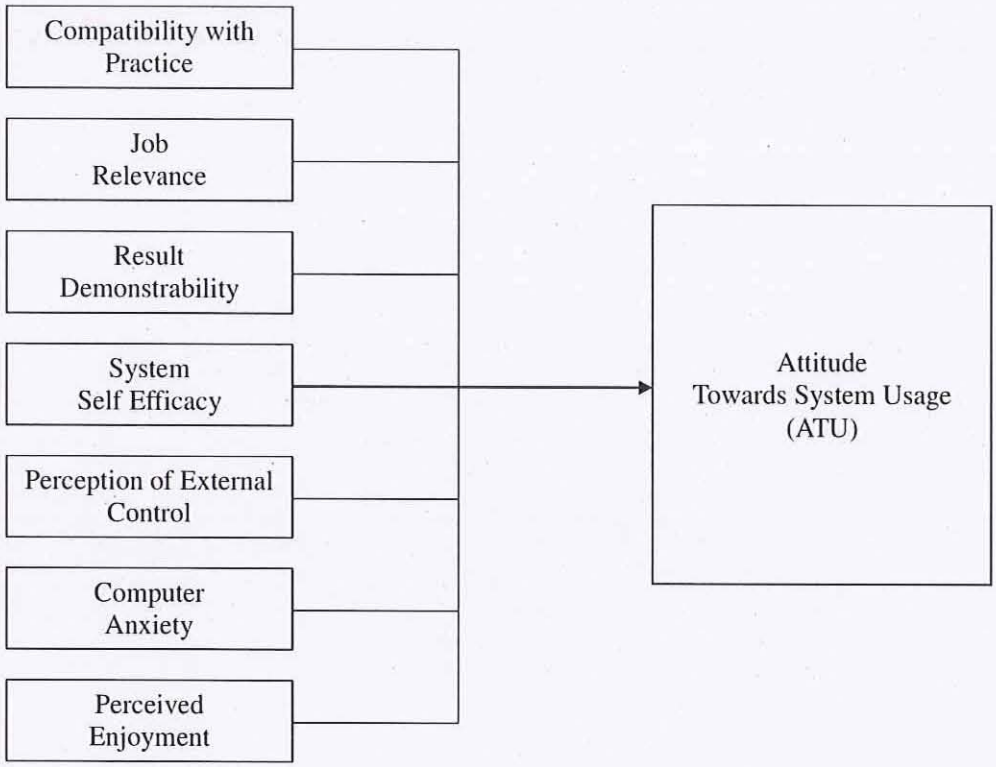

Figure 2 Research Framework

2.5 Conclusion

Chapter 2 presented information on the literatures related to Human Resource System. It is also discussed on the variables of this study on the employee's attitude towards usage of Human Resource system which covered compatibility with practice, job relevance, result demonstrability, system self-efficacy, computer anxiety, perceived enjoyment and attitude towards system usage. At the end of the chapter, there is theoretical framework of the study are addressed. Next in Chapter 3, research methodology will be discussed.

CHAPTER 3
RESEARCH METHODS

3.0 Introduction

The aim of this study was to investigate the factors affecting employees of Freescale Semiconductor in using PCR Online. This chapter will present the research methodology that using to test the variables in the study. It will also explain the sampling that chooses for the study and population of sample. Design of questionnaire, variable measurement and data collection are clarify in this chapter for depth understanding of the factors affecting attitude towards system usage of PCR Online. At the end of the chapter, techniques of data analysis will be adopted.

3.1 Research Design

This study adopts a correlation design, which is often employed in research studies in social science. The correlation statistic has been used to test the relationships between the variables. A quantitative methodological approach has been chosen to test the relationships between the variables among employees in Freescale Semiconductor towards using PCR Online. Quantitative data are most often collected in the form of questionnaires or surveys. A questionnaire was designed with quantitative analysis to examine the variable interaction in the framework model and to meet the research objectives. The questionnaire elicited information about demographic, perceived usefulness (compatibility with practice, job relevance, result demonstrability, system self efficacy, perception of external control computer anxiety, perceived enjoyment and attitude toward system usage. Nominal scale allows the researcher to assign respondents to certain category or groups. Nominal scale

frequently used to obtain personal data such as gender, department that respondents work for and others.

3.2 Research Respondents

This study was conducted at Freescale Semiconductor Malaysia. The total numbers of the employees is 3,500 employees. However, the target of population for this study is 211 employees who have access to PCR Online which including employee category of Top Management, Manager, Supervisor and Administrator. Basically, the PCR Online is using by these employee category as they have direct report and access to PCR Online for employee changes. The distribution of the respondents are as shown in Table 3-1 below:

Table 3-1: ***Distribution of the Respondents***

Employee Category using PCR Online	Number of respondents	Percentage
Top Management	12	5.7
Manager	113	53.6
Supervisor	78	37.0
Admin	8	3.8
Total	**211**	**100**

3.3 Design of Questionnaire

The questionnaire has two different sections in which the first section is the demographic section. This section includes items such as gender, age, highest level of education, present position and tenure in organization. The second section consists of instrument to measure the variables involved in the study. As shown in Table 3-1, the questionnaire items are arrange in the following order; compatibility with practice (5 items), job relevance (2

items), result demonstrability (4 items), system self efficacy (9 items), perception of external control (5 items), computer anxiety (9 items), perceived enjoyment (3 items) and attitude toward system usage (3 items). All measures use a seven point Likert-scale format, which were 1 = strongly disagree, 2 = slightly disagree, 3 = quite disagree, 4 = neutral, 5 = slightly agree and 6 = quite agree and 7= strongly agree as shows in Table 3-1. The data collected were analyzed using the Statistical Packages for Social Science (SPSS), version 21.0.

Table 3-2: ***Design of Questionnaire***

Section	Variables	No of Item
Demographic	Gender, Age, Highest level of education, Present position and Tenure in organization	
Variable	Compatibility with practice	5
	Job relevance	2
	Result demonstrability	4
	System self efficacy	9
	Perception of external	5
	Computer anxiety	9
	Perceived enjoyment	3
	Attitude toward system usage	3

3.3.1 Variable and Measures

The variables, concepts definitions, instrument and sources are depicted in Table 3-3.

Table 3-3 ***Table show conceptual definitions, instrument and sources***

Variable	Conceptual Definition	Item	Sources
Compatibility with Practice	The degree to which the innovation is perceived as consistent with the existing values, past experiences, and needs of the potential adopter	Using the HR System - PCR Online requires a change in the way I currently conduct my job Using the HR System - PCR Online is compatible with most aspects of the way I typically conduct my job Using the HR System - PCR Online would force me to change my existing method of conducting my job To use the HR System - PCR Online, I don't have to change anything I currently do Using the HR System - PCR Online does not require significant changes in my existing work routine	Rogers (1983)
Job Relevance	In this study, the definition of job relevance based from the work of refers to individual's perception regarding the degree to which the target system is relevant to his or her job	Usage of the HR System - PCR Online is relevant to my job Usage of the HR System - PCR Online is important to my job	William and Sonja (2002)
Result Demonstrability	Tangibility of the results of using the innovation	The HR System - PCR Online could reduce the time of employee's HR service I believe I could communicate to others the consequences of using the HR System - PCR Online Results of using the HR System - PCR Online will be apparent to me I would have difficulty explaining why using the HR System - PCR Online may or may not be beneficial	William and Sonja (2002)

Variable	Conceptual Definition	Item	Sources
System Self-Efficacy	The degree to which an individual beliefs that he or she has the ability to perform specific task/job using computer	I can solve most problems if I invest the necessary effort using the HR System - PCR Online	Afrodite, Stella and Aspasia (2012)
		If I am in trouble using the HR System - PCR Online, I can usually think of something to do	
		It is easy for me to use the HR System - PCR Online and accomplish my request	
		I can always manage to complete difficult request if I try hard enough when using the HR System - PCR Online	
		I can remain calm when facing difficulties using the HR System - PCR Online because I can rely in my coping abilities	
		When I confronted with problem while using the HR System - PCR Online, I can usually find several solution	
		I am confident that I could deal efficiently with unexpected events when using the HR System - PCR Online	
		Thanks to my resourcefulness, I know how to handle unforeseen situations when using the HR System - PCR Online	
		No matter what comes my way, I'm usually be able to handle it when using the HR System - PCR Online	
Perception of External Control	The degree to which an individual believes that an organizational and technical infrastructure exists to support use of the system	I have control over using the HR System - PCR Online	Venkatesh (2000)
		I have the resources necessary to use the HR System - PCR Online	
		I have the knowledge necessary to use the HR System - PCR Online	
		Given the resources, opportunities and knowledge it takes to use the system, it would be easy for me to use the HR System - PCR Online	
		The HR System - PCR Online is not compatible with other systems I use	

Variable	Conceptual Definition	Item	Sources
Computer Anxiety	The degree of an individual's apprehension, or even fear, when she/he is faced with the possibility of using computers	The HR System - PCR Online do not scare me at all	Venkatesh (2000)
		Working with the HR System - PCR Online makes me nervous	
		I do not feel threatened when others talk about the HR System - PCR Online	
		It wouldn't bother me to take the HR System - PCR Online training	
		The HR System - PCR Online make me feel uncomfortable	
		I feel at ease in the HR System - PCR Online training	
		I get a sinking feeling when I think of trying to use the HR System - PCR Online	
		I feel comfortable working with the HR System - PCR Online	
		The HR System - PCR Online make me feel uneasy	
Perceived Enjoyment	The extent to which the activity of using a specific system is perceived to be enjoyable in it's own right, aside from any performance consequences resulting from system use	I would have a fun using the HR System - PCR Online	Mun and Hwang (2003)
		Using the HR System - PCR Online would be pleasant	
		I would find using the HR System - PCR Online to be enjoyable	
Attitude Towards System Usage	Individual's positive or negative feeling about performing the target behavior (e.g., using a system)	I like to use the HR System - PCR Online	Shih (2004)
		It is pleasure for me to use the HR System - PCR Online	
		It is desirable for me to learn how to use the HR System - PCR Online	

3.4 Data Collection

Data were collected from PCR Online users within Freescale Semiconductor Malaysia. Therefore, the unit of analysis in this research is the individual user of PCR Online. The

questionnaire survey was the main form of data collection. The questionnaires were distributed thru email. A covering letter explaining the purpose of this study was attached together, assuring them of the confidentiality of their responses, and instructing them to complete the questions and return the completed questionnaires within three weeks time. The questionnaires were kept as simple, short and self-explanatory as possible. Responses were given by respondent within the time provided.

3.5 Data Analysis Techniques

All the information has been coded to enable analysis using Statistical Package for the Social Science (SPSS 21.0) upon collecting the data using the questionnaires. Thereafter, a few procedures such as data validation will be carried out for accuracy. Since, the data was collected from the total population, only non-parametric data analysis is suitable. Hence, for purpose of data analysis, statistical technique such as reliability analysis, descriptive statistics, and correlation analysis were carried out.

3.5.1 Descriptive Statistics

Descriptive statisctic were used to identify mean, minimum, maximum and standard deviation of the independant and dependant variables. Descriptive statistics need to calculate the frequencies and percentage among variables which are using Likert Scala 7, 1=Strongly disagree to 7 = Strongly Agree.

3.5.2 Correlation Analysis

In the case of the current study, the underlying assumption that the data is from a normal distribution sampled randomly, which is required for conducting Pearson's product-moment correlation, is violated. Hence, the relationship between the independent and the

dependent variable is established using Spearman's rank-order correlation. The Spearman's correlation is the nonparametric version of the Pearson's correlation. It is a nonparametric measure of the strength and direction of association that exists between two variables measured on an ordinal scale or for continuous data that has failed the assumptions necessary for conducting the Pearson's product-moment correlation.

The Spearman correlation coefficient, r_s, can take values from +1 to -1. In essence, a r_s-value of +1 indicates a perfect association between variables, a r_s-value of zero indicates no association between variables and a r_s-value of -1 indicates a perfect negative association between variables. The closer r_s is to zero, the weaker the association between the variables.

3.6 Conclusion

As summary this chapter has presented the research methodology that were used in conducting the research. This chapter also briefed on the techniques of data analysis that were used for this study. In next Chapter 4, data analysis and findings will be revealed in-depth.

CHAPTER 4
RESULTS AND DISCUSSION

4.0 Introduction

This chapter will present data analysis and findings from the questionnaire submitted for the study. Prior to that, the rate of response and respondent profile will be explained to give better understanding for the data analysis and then to provide the findings.

4.1 Rate of Response

The study took place at Freescale Semiconductor Malaysia in early 2015. The survey was distributed to 211 employees from Top Management, Manager, Supervisor and Admin category who has access to PCR Online in order to do employee changes. The response rate as shows in Table 4-1.

Table 4-1 ***Rate of Response***

Employee Category using PCR Online	**Number of respondents**	**Percentage**
Top Management	12	5.7
Manager	113	53.6
Supervisor	78	37.0
Admin	8	3.8
Total	211	100

4.2 Respondent Profile

Descriptive statistics were performed using SPSS Version 21.0 to describe the demographic profiles of the respondents as shown in Table 4-2.

Table 4-2 ***Respondent Profile***

		Frequency	Percentage (%)
Gender	Female	59	35.1%
	Male	109	64.9%
	TOTAL	168	100.0%
Age	Below 20 years	2	1.2%
	20-29 years	5	3.0%
	30-39 years	30	17.9%
	40-49 years	75	44.6%
	More than 50 years	56	33.3%
	TOTAL	168	100.0%
Highest Education	SPM/MCE	1	0.6%
	STPM/STP	12	7.1%
	Diploma	60	35.7%
	Bachelor Degree	86	51.2%
	Master Degree	8	4.8%
	Others	1	0.6%
	TOTAL	168	100.0%
Present Position	Clerical/Admin	5	3.0%
	Supervisory	68	40.5%
	Managerial Level	89	53.0%
	Top Management	6	3.6%
	TOTAL	168	100.0%
Tenure in Organization	Less tan 1 year	0	0.0%
	1-5 years	13	7.7%
	6-10 years	16	9.5%
	11-15 years	30	17.9%
	16-20 years	40	23.8%
	20-25 years	32	19.0%
	26-30 years	26	15.5%
	More than 30 years	11	6.5%
	TOTAL	168	100.0%

There were 109 male and 59 female respondents. The major contribution of the sample were from age 40 to 49 years old with 44.6 percent. They were dominantly Manager

(53.0%), followed by Supervisor (40.5%), Top Management (3.6%), and Admin (3.0%). With regard to tenure in organisation, the respondents were working with Freescale from 16 to 20 years contributed 23.8 per cent follow by 19.0 per cent who were working in Freescale for 20 to 25 years and 11 respondent (6.5%) were working for more than 30 years. 21 to 25 years (64.7%) and 35.3% were with Freescale for more than 30 years. Out of 168 respondents, 51.2 per cent had achieved a bachelor degree.

4.3 Reliability Analysis

Reliability Analysis is test based in the data that collected from respondent which is 168. Crobach-alpha Coefficient value is used for each variables. According to Sekaran (2003), reliability value less than .60 is not acceptable, reliability within .70 is acceptable, and reliability more than .80 is satisfied. Output of reliability analysis is shown as Table 4-1. All the variables are more than .70 except for variable perception with external control and computer anxiety. Three items were considered and deleted from the reliability analysis in order to improve the model fit to the data. The items that deleted are PEC5, CA1 and CA7. In such, instrument perception with external control and computer anxiety are deleted from the analysis and left 4 and 5 items respectively are used for the analysis. The rest showed the good and acceptable reliability of indicator variables.

Table 4-3 ***Value of Cronbach Alpha for Studied Variables***

Variables	No of Items		Cronbach's Alpha
	Original	Used for Analysis	
Compatibility with Practice	5	5	0.75
Job Relevance	2	2	.897

Result Demonstrability	4	4	.707
System Self-Efficacy	9	9	.905
Perception of External Control	5	4	.696
Computer Anxiety	7	5	.733
Perceived Enjoyment	3	3	.941
Attitude Towards System Usage	3	3	.744

4.4 Descriptive Statistic of the Variable

This section will describe all the variables through descriptive analysis in order to identify the level of each variable. In this study, there are seven independent variables namely compatibility with practice, job relevance, result demonstrability, system self-efficacy, perception of external control. computer anxiety, perceived enjoyment, and attitude towards system usage is an independent variable.

As indicated earlier, the study used a seven-point scale ranging from, 1 (Strongly Disgaree) to 7 (Strongly Agree). Therefore, the mean scores indicate the level of agreement of the variables, in which any scores that was below the midpoint (3.00) can be considered as low agreement and scores between 3.01 to 5.00 can be considered as moderate agreement and scores of above 5.01 can be considered as strongly agree.

Table 4-4 ***Descriptive Statistics***

Variables	Min	Max	Mean	Std. Dev.
Compatibility with Practice	3.00	7.00	5.35	1.11
Job Relevance	4.00	7.00	6.14	.65
Result Demonstrability	4.00	7.00	5.71	.76
System Self-Efficacy	2.33	6.56	5.53	.74
Perception of External Control	1.00	7.00	5.21	.97
Computer Anxiety	3.14	7.00	5.58	.86
Perceived Enjoyment	3.00	6.50	5.73	.60
Attitude Towards System Usage	1.00	7.00	5.68	.84

In reference to Table 4-3 that displays the means and standard deviations of all variables. The table shows that all variables are high mean score which is between 5.27 to 6.13. However, the standard deviation is less than 1.00 except for compatibility with practice.

4.5 Correlation Analysis

Table 4-4 shows all the correlations between the variables included in the study. Inter-correlations coefficients (r_s) were calculated by means of Spearman's rank-order correlation. According to Cohen (1988), r_s ranging from 0.10 to 0.29 may be regarded as indicating a low degree of correlation, r_s ranging from 0.30 to 0.49 may be regarded as indicating a moderate degree of correlation, and r_s ranging from 0.50 to 1.00 may be regarded as a high degree of correlation.

Table 4-5 ***Correlation between Variables***

	1	2	3	4	5	6	7	8
1. Compatibility with Practice	1.00							
2. Job Relevance	.45**	1.00						
3. Result Demonstrability	.40**	.54**	1.00					
4. System Self-Efficacy	.20**	.40**	.64**	1.00				
5. Perceived Enjoyment	.17*	.17*	.65**	.51**	1.00			
6. Computer Anxiety	.84**	.44**	.43**	.27**	.23**	1.00		
7. Perception External Control	.38**	.57**	.65**	.76**	.56**	.40**	1.00	
8. Attitude Towards System Usage	.00	.38**	.52**	.51**	.68**	-.03	.69**	1.00

Note: ** Correlation is significant at the 0.01 level (1-tailed).
* Correlation is significant at the 0.05 level (1-tailed)

Referring to Table 4-4, all variables on factors that effecting attitude towards system usage show that there are significant correlations with attitude towards system usage except for compatibility with practice and computer anxiety. The factors that has the highest

correlation with attitude towards system usage was perception of external control (r=.686, p<0.01). The variable of job relevance has lowest significant correlation with attitude towards system usage (r=.380, p<0.01). Attitude towards system usage was also significant correlated with result demonstrability result (r=.522, p<0.01), system self-efficacy (r=.512, p<0.01) and perceived enjoyment and r=.680, p<0.01) This is mean that, the highest score for the variables, the major factor contributes towards system usage..

This study found that compatibility with practice was not significantly correlated to attitude towards system usage (r=.004, p<0.01). Lastly, like compatibility with practice, computer anxiety was not significantly correlated to attitude towards system usage (r=-.026, p<0.01).

4.6 Conclusion

This chapter has presented data analysis and findings from the questionnaire submitted for the study. It is also presented he rate of response and respondent profile will be explained to give better understanding for the data analysis and then to provide the findings. In the next Chapter 5, discussion, recommendation and conclusion will be addressed.

CHAPTER 5
CONCLUSION AND RECOMMENDATION

5.0 Introduction

This chapter discusses the conclusion of the study that was carried out and the implications of the results, then this study provide recommend for improvements. This study was to determine the relationship between the seven independent variables namely compatibility with practice, job relevance, result demonstrability, system self-efficacy, perception of external control, computer anxiety, perceived enjoyment. A dependent variable is attitude towards system usage. This chapter will also look at the implications and further proposed improvements to the organisation, Freescale Semiconductor Malaysia Sdn Bhd. Involved in this study, recommendation of research to be done in the future is also reviewed in this chapter.

5.1 Recapitulation of the Study

The study was conducted on 211 employees of Freescale Semiconductor Malaysia Sdn Bhd who were using E-HRM system called Personal Change Request (PCR). The instrument chosen was a questionnaire that was developed by earlier researchers, using self-administered questionnaire methods. The result showed that all instruments have a high level of reliability.

The actual data collection is to collect information on demographic characteristics of respondents and the seven variables studied in this research, namely compatibility with practice, job relevance, result demonstrability, system self-efficacy, perception of external control, computer anxiety, perceived enjoyment and a dependent variable attitude towards system usage. The scale of seven options were used to measure these variables. Descriptive

and frequency analysis were used to look at the percentage, mean, mode and standard deviation to determine the level of the variable. Spearman correlation analysis was used to examine the relationship between compatibility with practice, job relevance, result demonstrability, system self-efficacy, perception of external control, computer anxiety, perceived enjoyment and attitude towards system usage. The multiple regression analysis was employed to determine the influence of compatibility with practice, job relevance, result demonstrability, system self-efficacy, perception of external control. computer anxiety, perceived enjoyment to attitude towards system usage.

5.2 Discussion and Recommendation

In general the findings of this study indicated that, except for compatibility with practice and perception of external control, all other variables (i.e., job relevance, result demonstrability, system self-efficacy, computer anxiety, perceived enjoyment) has a significant correlation with attitude towards system usage.

5.2.1 Compatibility with Practice and Attitude towards System Usage

The study found that compatibility with practice is not significantly correlated to attitude towards system usage. In other words, whether or not the system implemented is compatible with the current HRM practice, it has no bearing on employees attitude towards using the system. This is somehow surprising given that diverse studies are identified a significant relationship between compatibility and technology acceptance (Agarwal and Prasad 1997; Taylor and Toss, 1955). One explanation for this situation is that even though the system has been implemented in the organisation, the process of updating the employee changes remain. Therefore, this finding shows that HR Department with support from

management shall promote on the effectiveness of the system which incorporated in current process.

5.2.2 Job Relevance and Attitude towards System Usage

Another remarkable finding was the significant influence between job relevance and attitude towards system usage with moderate relationship. This findings mean that the employee will accept the system more if their individual perception is high on the degree to which the target system is relevant to his or her job. In such, HR Department should promo the system effectiveness which will help the employee who are using the system to understand and buy in that the system is relevant to help managing their subordinate. Besides, the management of Freescale should conduct a lot of training to enhance the employee's skills in using the system. The obstacle for them to achieve the desired result is less training. This will eliminate negative perceptions towards the acceptance and usage of the system and improve their adaptations in order to catch competitive environment strengths as to keep abreast with the latest technology.

5.2.3 Result Demonstrability and Attitude towards System Usage

The study found that result demonstrability with practice is significantly correlated to attitude towards system usage. This is align with study conducted by Wu and Lederer (2009); Venkatesh & Morris (2000) mentioned that result demonstrability, and social influence are critical understanding of user acceptance of IT because these factors play significant roles in shaping user's beliefs. Therefore, Human Resources should ask user of the system to help set outcomes and expectations towards the usage of the system. Each department should place one expert or well-trained person to assist and educate the staff in

using the system. This probably would assist the employees towards a clear direction. Moreover, the management should give continuous support to the staff in terms of funding, motivation, time, and infrastructure such as providing enough equipment and facilities when the staff wanted to apply their understanding towards the system.

5.2.4 System Self-Efficacy and Attitude towards System Usage

The study found that system self-efficacy is significant correlated to attitude towards system usage. This mean, the higher employee beliefs that he or she has the ability to perform specific task/job using system, so the higher employee's acceptance attitude towards system. The finding attested previous research which found that system self-efficacy inlfluences the acceptance and use if technology (Compeau and Higgins, 1995; Venkatesh, 2000). Generally, employee feels more confident when their belief is high while using the system. Therefore, the recommendation to management is encouraged to show their strong commitment and belief towards the usage of the system first before they can convey to their staff. It can convince and increase the staff confidence about the usefulness of system. In practice, there is a need for the management of Freescale to understand the factors influencing the attitude to use system in order to increase system usage and maintain better personal system.

5.2.5 Perception of External Control and Attitude towards System Usage

The study showed there is significant correlation between perception of external control and attitude towards system usage. This means that the more employees believe that an organisational and technical infrastructure exist to support use of the system, the higher attitude of system acceptance. In today's business environment, companies realise the

importance of system in place to support the operational is very critical. Top management therefore has to provide support to their employees to keep on improving the system infrastructure in the form of matching the employee's needs for system support via training. Top management should give information that will capture the imagination of staff towards the usage of the system. Kiosk implementation also is one of management support in producing medium on system access especially to those employees who has limited system access. In the same time, kiosk has capability to show oraganisation commitment and in the same physical medium in promoting use of the system. By doing this, it will increase their awareness as well as educate them about the usage of the system.

5.2.6 Computer Anxiety and Attitude towards System Usage

Finding from this study showed that computer anxiety is not significantly related to attitude towards system usage. In this respects, users attitude are not be influenced by computer anxiety. This means that either employee has apprehension or even fear when she faced with possibility of using system; it is not a factor to the employee's attitude towards the system usage. This study suggest to Human Resources shall increase more promotion on the usage of the system since computer anxiety is not a factor for employee's attitude to use it.

5.2.7 Perceived Enjoyment and Attitude towards System Usage

The study proved that there is significant correlation between perceived enjoyment and attitude towards system usage. In other word, employee accept the system at the extent to which of the activity of using the specific system is perceived to be enjoyable in it is own right, aside from any performance consequences resulting from the system use. There is a

linkage between perceived enjoyment and attitude towards system as per study done by Lio, Tsou and Shu (2008). The organisation needs to design a user-friendly system to have a very direct and clear link between improved system usage and enjoying as the system user.

5.3 Implication of the Study

As per above findings, there are a few recommendation that can be taken by HR Department and with support from management. There are:

5.3.1 The management of Freescale should conduct a lot of training to enhance the employee's skills in using the system. The obstacle for them to achieve the desired result is less training. The management should also put highly attention to reluctant staff by motivating them about the usefulness of Personal Change Request (PCR) Online. Training on the usage of Personal Change Request (PCR) Online is important to make the respondents more multi-skilled in using the system. The management should give information that will capture the imagination of staff towards the usage of Personal Change Request (PCR) Online. By doing this, it will increase their awareness as well as educate them about the usage of Personal Change Request (PCR) Online.

5.3.2 The organisation also needs to design a user-friendly system on Personal Change Request Online to have a very direct and clear link between improved system usage and performance or productivity of the system user. Supervisor should ask staff to help set outcomes and expectations towards the usage of Personal Change Request Online. Each department should

place one expert or well-trained person to assist and educate the staff in using Personal Change Request Online. This probably would assist the employees towards a clear direction. Moreover, the management of Freescale should give continuous support to the staff in terms of funding, motivation, time, and infrastructure such as providing enough equipment and facilities when the staff wanted to apply their understanding towards the Personal Change Request Online.

5.3.3 The management encouraged to show their strong commitment and belief towards the usage of Personal Change Request Online first before they can convey to their staff. The management should increase the safety and security of the Personal Change Request Online system. It can convince and increase the staff confidence about the usefulness of Personal Change Request Online. In practice, there is a need for the management of Freescale to understand the factors influencing the attitude to use Personal Change Request Online in order to increase system usage and maintain better Personal Change Request Online.

5.4 Recommendations for Future Research

Even though rigorous research procedures were used, this study had some limitations that could be addressed in future studies. First, data collection was geographically limited to Malaysia, and all informants were E-HRM users. In future studies researchers should randomize their sample to include HR professionals who are the best informants to answer on HR roles. Furthermore, future studies should include other geographical areas outside of Malaysia to make more generalizations from the data. This study can be referred by

other company in Malaysia either within the same industry or not. The recommendation can be a guideline to other company when implementing E-HRM in their organisation.

Second, the study shall cover perceived usefulness and perceived ease of use which will allow to adapt TAM model. This will showed detailing of external factors that contributed to the impact of attitude system usage. It will create mediate relationship between the factors to dependent variables.

5.5 Conclusion

This chapter has discusses the conclusion of the study that was carried out and the implications of the results, then this study provide recommend for improvements. This study was to determine the relationship between the seven independent variables namely compatibility with practice, job relevance, result demonstrability, system self-efficacy, perception of external control. computer anxiety, perceived enjoyment. A dependent variable is attitude towards system usage. This chapter has shared the implications and further proposed improvements to the organisation Freescale Semiconductor Malaysia Sdn Bhd involved in this study. Recommendation of research to be done in the future also reviewed in this chapter.

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