

“Strategic enablers: Unveiling crucial drivers for managerial adoption of electronic resources planning”

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ARTICLE INFO	Florentina Kurniasari and Elissa Dwi Lestari (2024). Strategic enablers: Unveiling crucial drivers for managerial adoption of electronic resources planning. <i>Problems and Perspectives in Management</i> , 22(1), 295-309. doi: 10.21511/ppm.22(1).2024.25
DOI	http://dx.doi.org/10.21511/ppm.22(1).2024.25
RELEASED ON	Thursday, 25 January 2024
RECEIVED ON	Tuesday, 07 November 2023
ACCEPTED ON	Thursday, 18 January 2024
LICENSE	 This work is licensed under a Creative Commons Attribution 4.0 International License
JOURNAL	"Problems and Perspectives in Management"
ISSN PRINT	1727-7051
ISSN ONLINE	1810-5467
PUBLISHER	LLC “Consulting Publishing Company “Business Perspectives”
FOUNDER	LLC “Consulting Publishing Company “Business Perspectives”



NUMBER OF REFERENCES

68



NUMBER OF FIGURES

1



NUMBER OF TABLES

6

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BUSINESS PERSPECTIVES



LLC "CPC "Business Perspectives"
Hryhorii Skovoroda lane, 10,
Sumy, 40022, Ukraine
www.businessperspectives.org

Received on: 7th of November, 2023

Accepted on: 18th of January, 2024

Published on: 25th of January, 2024

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STRATEGIC ENABLERS: UNVEILING CRUCIAL DRIVERS FOR MANAGERIAL ADOPTION OF ELECTRONIC RESOURCES PLANNING

Abstract

The rapid growth of the information technology industry has spurred corporate process digitalization. This study aims to examine how the Unified Theory of Acceptance and Use of Technology's (UTAUT) major tenets – performance expectancy and effort expectancy – and trust affect managers' acceptance of new e-fulfillment services. This study also considers Hofstede's cultural dimension of long-term orientation as the major variable influencing management's acceptance of the new fulfillment platform. This study employed a quantitative research methodology with a simple random sampling of 248 Indonesian Logistic Association members from various industries. The research finding shows that only effort expectancy does not significantly affect managers' e-fulfillment platform usage. Both effort expectancy and performance expectancy have a significant impact on employee trust in using the new technology. In addition, performance expectancy, customer trust, and long-term orientation positively affect the managerial adoption of e-fulfillment services. The study also shows a full mediation effect of customer trust in the relationship of effort expectancy to managerial adoption and a partial mediation effect in the influence of performance expectancy into managerial adoption of electronic resources planning with trust as a mediating variable.

Keywords

performance expectancy, effort expectancy, long-term orientation, trust, technology adoption, e-fulfillment, performance, Indonesia

JEL Classification

C44, M15, O33, L21

INTRODUCTION

Digitization is essential for organizations, enabling enterprises to sell and communicate remotely with their customers (Amofah & Chai, 2022). Digitalization makes companies adapt to changes in strategic technology priorities and how they conduct business (Kurniasari, Gunawan, et al., 2022). Implementing technological information systems enables firms to capitalize on new business opportunities by optimizing various aspects of their business operations, including their product fulfillment process. Digitalization, rapid artificial intelligence, and e-commerce development have transformed the fulfillment business.

Saddle Creek Logistics Services (2022) documented e-commerce fulfillment trends. They showed that with more e-commerce orders, rising rates, and capacity limits, delivery time and transportation capacity became the biggest issues. Integrated logistics management, automated package sorting, and parcel data analysis software were expected to solve these difficulties. In the value chain cycle, e-fulfillment solutions have improved working operations in distribution centers, retailers, and vendors (Verhoef et al., 2015). Electronic fulfillment al-



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Conflict of interest statement:

Author(s) reported no conflict of interest

lows firms to offer a wider range of goods and services internationally, reduce costs, and improve speed and convenience (Fernie & McKinnon, 2018). It allows tracking customer preferences and customizing sales strategies to meet the demands (Kawa, 2021). E-fulfillment services make logistical duties easier; thus, businesses must adopt and succeed with a new platform (Kawa, 2021).

Even though digitizing the fulfillment process has numerous benefits, the switch from a manual business process to a digital one has presented new obstacles for companies. Within the company, digitization has changed how employees work. One of the critical enablers of successful technology implementation is employee behavior's readiness toward adopting new technology due to their inexperience and lack of competence (Joong-Kun Cho et al., 2008). Motivating staff to use new e-fulfillment systems is challenging since many are resistant and unaware of new technologies because of their tight working schedules.

The study of e-fulfillment is underrepresented in the literature since the issue is new and has arisen with the advent of e-commerce (Kawa, 2021), which focused on the end consumers aspect (Camilleri, 2022; Kurniasari, Gunawan, et al., 2022). Internal business process adoption of e-fulfillment technologies, particularly management adoption, can be the key enablers of company long-term competitive advantage (Waryoba, 2022). Moreover, trust and Hofstede's long-term orientation can be antecedent factors in identifying and clarifying, both theoretically and empirically, the e-fulfillment (ERP) system's managerial adoption.

1. LITERATURE REVIEW AND HYPOTHESES

Order fulfillment is essential to efficiently manage the supply chain in the e-commerce sector (Camilleri, 2022; Croxton, 2003). It refers to an electronic process related to the logistics function as part of the integrated value chain system to respond to customer orders and deliver them on time (Kawa, 2021). Cloud-based services, online marketplaces, and e-commerce websites are examples of digital platforms frequently used in electronic fulfillment (He et al., 2019).

The online order acceptance process is the first step in the e-fulfillment process (Kawa, 2021). Inventory items are then stored in the designated warehouse, packaged, shipped, and delivered to end customers. The procedure addresses the after-sales management system, dealing with claims and complaints, and exchanging defective products (Isac, 2014). A customer's order will be filled in by an e-fulfillment operator who will handle the merchandise carefully and provide the paperwork to deliver the order (Kawa, 2021). According to Semeijn et al. (2005), the company will find it easier to manage its logistics operations if it uses an e-fulfillment platform.

E-fulfillment services using new technology platforms are proven to improve corporate business

performance (Lee & Whang, 2001) as well as increase the company's ability to remain competitive (Waryoba, 2022) in serving its customers. Managing consumer e-fulfillment can be intricate; therefore, companies may choose to implement ERP solutions to efficiently handle their logistics processes and optimize fulfillment operations. Nevertheless, despite the multitude of possibilities, the rate of success in implementing ERP systems remains inadequate. The success of ERP deployment is strongly correlated with the users' adoption behavior (Mayeh et al., 2016). Unfortunately, many logistic industries continue to face low technology adoption rates because of issues with staff incompetence and resistance to fostering innovation (Asunka, 2016).

Understanding system adoption from the user's perspective helps organizations prepare personnel for new challenges and maximize technological benefits. Naqshbandi and Jasimuddin (2022) revealed that the degree to which managers accept new technologies is contingent upon their core competencies, ability to absorb innovation, and staff quality. According to Cuevas-Vargas et al. (2022), adopting new technologies based on absorptive ability and open innovation will improve an organization's business performance in which management plays a strategic role (Dincă et al., 2019). The employee's competencies contribute to

developing high-quality human capital, boosting productivity (Gede Riana et al., 2020), and leading to higher profits (Habanik et al., 2020). Employee absorptive capacity related to individual knowledge will boost the ability to accept new technology (Hayward, 1997).

To examine management adoption of e-fulfillment systems, this study applies the Unified Theory of Adoption and Use of Technology (UTAUT), established by Venkatesh et al. (2003), with effort expectancy and performance expectancy as the key drivers (Ahmad et al., 2021). Effort expectancy, fundamental to the decision-making process, includes humans favoring simplicity of use while reducing effort (Daka & Phiri, 2019) and attractiveness of new interface design (Zhang et al., 2017) while selecting a technology (Venkatesh et al., 2003). This study uses the effort expectation variable to clarify the level of ease in using e-fulfillment services. It highlights how these services facilitate work, improve practicality, and eventually influence the decision-making process about the adoption of this new technology (Sair & Danish, 2018). While effort expectancy pertains to the level of convenience in utilizing a technical system, performance expectancy refers to the extent to which employees believe that utilizing the system would enhance job productivity benefits and enable them to perform even better (Venkatesh et al., 2003). According to Sun and Zhang (2006), performance expectancy has the following effects: easy task accomplishment, valuable task completion, increased productivity, and outstanding job performance. Performance expectancy is the best-known variable that may be utilized to forecast how an individual will use information technology (Yoo et al., 2012). Performance expectancy refers to a person's belief that using a system will improve work and performance (Jambulingam, 2013). When applied to the logistics industry, performance expectancy refers to an individual's belief that utilizing an e-fulfillment system will facilitate the completion of daily tasks within the company (Daka & Phiri, 2019). These analyses indicate that it is necessary to investigate the effect of effort and performance expectancy on ERP managerial adoption in e-fulfillment services.

Software is classified as an intangible resource. Hence, managers must persuade users of the potential advantages achieved post-implementation.

Hence, establishing trust is vital in bolstering consumers' inclination to utilize ERP systems (Mayeh et al., 2016). Many studies have identified trust as a substantial factor influencing the adoption of internet-based online services (Lee et al., 2012; Pavlou & Gefen, 2004). Trust is defined as a person's opinion of service credibility (Arpaci, 2016) and safety feeling (Kiran & Verbeek, 2010). Trust can be classified as belief, confidence, and expectation about the reliability of other parties, behavioral intention, or conduct of reliance that entails ambiguity (Li & Huang, 2009). Trust is also defined as the anticipation that a service will be delivered as it is committed (Hoffman et al., 2006). Trust develops when someone feels safe using a technology application (Hamid et al., 2018; Li & Huang, 2009).

Many studies on users' intentions to adopt new technology have discovered a relationship between users' trust and the technology's dependability and trustworthiness and business platform (Pavlou & Gefen, 2004). When using new technology, trust can be internalized to build confidence in addition to a sense of safety and security (Kiran & Verbeek, 2010). In an organizational context, Nwankpa and Roumani (2014) state that trust plays a crucial role in driving management's utilization of ERP systems. According to Gefen (2004), trust plays a crucial role in deploying an ERP system, as adopting such a system is considered problematic.

The existence of trust holds the organization together and helps alleviate fear during the system adoption process. The degree to which a person is willing to conduct transactions based on the belief that the medium used is trusted to fulfill its obligations (the ability, integrity, and benevolence) was one of the critical variables in ERP managerial adoption in e-fulfillment services that this study examined.

Several researchers have investigated the correlation between trust and the adoption of technology with the UTAUT framework (Geng & Demuyakor, 2022; Lee et al., 2012). From the user perspective, studies by Kurniasari, Urus, et al. (2022) and Kurniasari, Gunawan, et al. (2022) found that the UTAUT dimension of effort expectancy and performance expectancy positively affects customer

trust in technology adoption. The employee level of trust in using the new system will increase when individuals think that the new technology is easy to operate and will help them perform their task-related jobs. These analyses indicate that it is necessary to investigate the effect of effort and performance expectancy on customers' trust in e-fulfillment services.

Previous research also found that trust fully mediates the relationship between effort expectancy and behavioral intention on computing adoption (Alharbi, 2017). Trust also positively mediates the relationship between performance expectancy and effort expectancy on consumer e-commerce adoption (Amofah & Chai, 2022). In a supply chain context, greater levels of trust in supply chain partnerships result in improved interactions, heightened value benefits, decreased partner turnover, and higher efficiency of cooperation (Wu et al., 2012).

Besides understanding system adoption from the user's perspective, it is also important to investigate the organization's hesitation to adopt technol-

ogy from a national cultural perspective (Özbilen, 2017). Daka and Phiri (2019) clarified that cultural elements were one of the primary variables in adopting new technology. Social network interaction between individuals creates culture, a specific way of living inside a civilization. National culture dimensions allow people to understand how culture affects business operations. One of Hofstede's cultural dimensions is long-term orientation. Long-term orientation refers to how society views the future and will look ahead and plan (Hofstede & Minkov, 2010). Internalization of long-term orientation as part of the organization's culture is needed to achieve strong business performance (Hofstede Insights, n.d.) by introducing innovative products and services (Cuevas-Vargas et al., 2022).

Limited study is found in the context of e-fulfillment strategies, and some only focus on the level of customer satisfaction rather than on the organization's capacity to provide logistic value for customers (Kawa & Światowiec-Szczepańska, 2021). Therefore, this study investigates the relationship between the management adoption construct, customer trust, long-term orientation, and

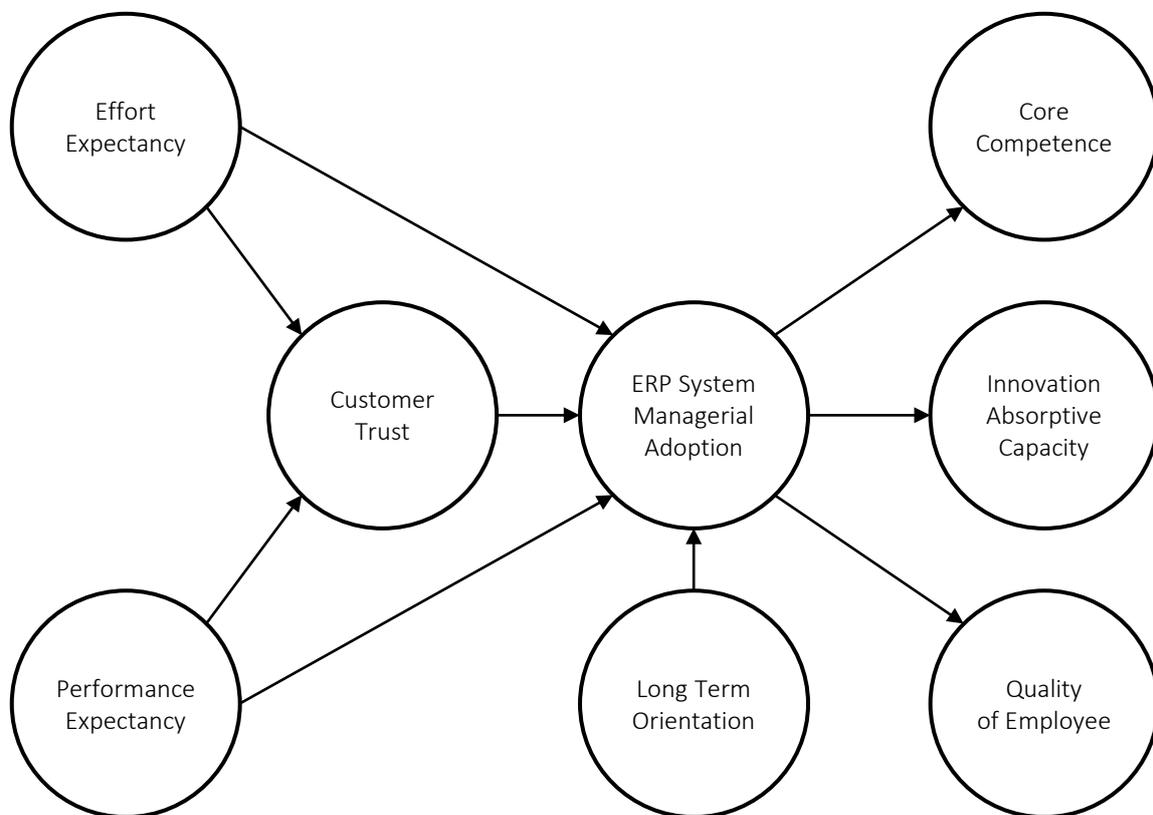


Figure 1. Research model

UTAUT theory in e-fulfillment sectors. Despite much research showing that trust was crucial in the acceptance of technology, none examined how trust affected the managerial adoption of e-fulfillment services. Thus, this study enhanced UTAUT by using trust as the mediating variable to analyze behavior and predict how readily employees will adapt to new technological advances, particularly when implementing an e-fulfillment platform. Figure 1 shows the research framework.

Therefore, the hypotheses are as follows:

- H1: *Effort expectancy positively influences ERP managerial adoption in e-fulfillment services.*
- H2: *Performance expectancy positively influences ERP managerial adoption in e-fulfillment services.*
- H3: *Effort expectancy positively influences customer trust in e-fulfillment services.*
- H4: *Performance expectancy positively influences customer trust in e-fulfillment services.*
- H5: *Customer trust positively influences ERP managerial adoption in e-fulfillment services.*
- H6: *Long-term orientation influences ERP managerial adoption in e-fulfillment services.*
- H7: *Effort expectancy positively influences ERP managerial adoption in e-fulfillment services with customer trust as a mediating variable.*
- H8: *Performance expectancy positively influences ERP managerial adoption in e-fulfillment services with customer trust as a mediating variable.*

2. METHOD

The study of the UTAUT framework was undertaken, with customer trust combined with the long-term orientation dimension as the key determinant variable in e-fulfillment system managerial adoption. Trust is considered a mediating element affecting management adoption in this

study. This study used a quantitative research approach with a simple random sampling technique in selecting respondents to participate in the research in which each member of the population had an equal chance of being selected (Sekaran & Bougie, 2016). The study conducted an online questionnaire survey using a 5-point Likert scale to gather data. The survey respondents are the organization's employees who become members of the Indonesian Logistic Company Association. The targeted respondents were chosen since they are actively involved in the fulfillment businesses. 248 respondents were able to complete the survey.

The study uses measurements that were already tested in previous research. This study measures performance expectancy and effort expectancy from Venkatesh et al. (2003). The measurements of customer trust in this study are taken from Kurniasari, Urus, et al. (2022), while the measurement of long-term orientation is adopted from Hofstede Insights (n.d.).

ERP system managerial adoption was conceptualized as a reflective-reflective second-order construct comprising core competency, innovation absorptive capacity, and personnel quality and competency (Naqshbandi & Jasimuddin, 2022). The reflective-reflective indicators are considered functions of the latent construct (Hair et al., 2016). This study uses the repeated indicator approach to measure the reflective-reflective second-order construct, as Ringle et al. (2012) suggested.

The study uses partial least squares structural equation modeling (PLS-SEM), as Ringle et al. (2012) suggested. The use of PLS-SEM for data analysis was made due to the exploratory nature of the current research topic (Zeng et al., 2021). Moreover, this study also uses PLS-SEM to analyze the higher-order construct as Sarstedt et al. (2019) suggested, since the ERP managerial adoption is measured using a reflective higher-order construct.

3. RESULTS

The study gathered data from 248 individuals (Table 1), with 58% identifying as male and 42% as female, with 83% aged between 26 and 45 years old; 62% of the respondents have a bachelor's de-

gree, 91% of hold senior management positions with more than four years of work experience. The respondents use the ERP system due to quick transactions (69%), affordable alternatives (57%), and higher levels of security (44%).

Table 1. Respondent demographics

Demography	Category	Number	%
Gender	Male	145	58
	Female	103	42
Age	< 25 years old	6	2
	25-35 years old	80	32
	36-45 years old	127	51
	>46 years old	35	14
Level of Education	High School	4	2
	Diploma	69	28
	Bachelor	153	62
Working Experience	Master/Doctoral	22	9
	Less than a year	2	1
	1-3 years	63	25
	4-5 years	114	46
Type of Business	More than 5 years	69	28
	Manufacturing	66	27
	Banking	58	23
	Information Technology	38	15
	Transportation	40	16
	Oil and Gas	24	10
Frequency of Usage	Healthcare	14	6
	Telecommunication	7	3
	Others	1	0
	A few times a week	123	50
	A few times a month	75	30
Job Position	Once a day	34	14
	Several times a day	15	6
	Almost never	1	0
	Staff administration	2	1
Reasons to Choose ERP System Managerial Adoption	Senior staff/department head	71	29
	Board of management	153	62
	Owner	22	9
Reasons to Choose ERP System Managerial Adoption	Fast transactions	176	69
	No need to bring cash to work	145	57
	Cheap alternatives	133	52
	More secured	112	44
	Simplicity	3	1

The study data were analyzed using PLS-4.0 software using a second-order method. First, an outer (measurement) model analysis was used to evaluate the validity and reliability of the dimension indicators. A resampling bootstrap was used to test the inner model.

The latent variable of management adoption functions was used as a reflective-reflective second-

order reflective construct. Reflectively, the first-order constructs of core competency, innovation absorptive capacity, and personnel quality were used to quantify management adoption (Hair et al., 2013). As MacKenzie et al. (2005) suggested, including higher-order components reduces the number of interactions and hypotheses that must be investigated inside the structural model. As a result, the PLS route model's parsimony and comprehension are enhanced.

The repeated indicator approach for evaluating hierarchical latent variables was employed to evaluate second-order constructs (Ringle et al., 2012). This study modeled first-order components as manifest variables within the hierarchical order construct in the second stage of the study. The key component measurement functions (employee quality, core competency, innovation absorptive capacity) become markers of ERP managerial adoption.

The reliability of the measurement items was examined using composite reliability (CR) scores and Cronbach's alpha value. To demonstrate satisfactory reliability, it is recommended that both the CR values and Cronbach's alpha values exceed the threshold of 0.70 (Fornell & Larcker, 1981; Hair et al., 2016). Table 2 displays that all the CR and Cronbach's alpha values are above the set threshold of 0.7 and demonstrate satisfactory reliability.

The discriminant validity and measurement models are also calculated, in which the convergent technique measures the outer loading factor (Hair et al., 2016). The evaluation of convergent validity can be accomplished by examining factor loading, average variance extract (AVE), and composite reliability (Hair et al., 2016). To establish convergent validity, the indicator loadings on their respective constructions must surpass a threshold of 0.70 (Fornell & Larcker, 1981). The minimum acceptable value for AVEs is 0.5, and CR must exceed 0.7 (Fornell & Larcker, 1981). Table 2 presents the CR and AVE values for constructions over 0.5 thresholds and the value of all outer loadings' indicators more than 0.7. It means that the research model shows a satisfactory degree of convergent validity.

Presenting the outer model findings to assess the validity and reliability of the measures used to

Table 2. Measurement model

Variable	Indicators	VIF	Outer Loading	AVE	CR	Cronbach's Alpha
Core Competence	CC 1	1.674	0.755	0.635	0.861	0.856
	CC 2	1.613	0.748			
	CC 3	2.216	0.847			
	CC 4	1.917	0.811			
	CC 5	1.983	0.820			
Innovative Absorptive Capacity	IA 1	1.899	0.807	0.656	0.832	0.826
	IA 2	1.739	0.816			
	IA 3	1.818	0.794			
	IA 5	1.780	0.823			
Quality of Employee	QE 1	1.991	0.872	0.683	0.848	0.837
	QE 3	1.947	0.884			
	QE 4	1.930	0.847			
ERP Managerial Adoption*	Core Competence (CC)	1.958	0.881	0.775	0.868	0.856
	Innovative Absorptive Capacity (IAC)	1.969	0.875			
	Quality Employee (QE)	1.890	0.884			
Effort Expectancy	EE 1	1.969	0.824	0.708	0.865	0.862
	EE 2	1.890	0.819			
	EE 3	2.518	0.883			
	EE 4	1.957	0.838			
Performance Expectancy	PE 1	1.414	0.727	0.617	0.796	0.792
	PE 2	1.522	0.774			
	PE 3	1.788	0.828			
	PE 4	1.726	0.810			
Customer Trust	CT 1	1.607	0.837	0.692	0.780	0.778
	CT 2	1.532	0.805			
	CT 3	1.716	0.853			
Long-Term Orientation	LT 1	1.858	0.825	0.685	0.847	0.847
	LT 2	1.823	0.812			
	LT 3	1.868	0.826			
	LT 4	2.048	0.848			

Note: * First-order construct.

represent each construct is the first step in evaluating a model (Chin & Dibbern, 2010). According to Henseler et al. (2015) and Hair et al. (2012), assessing the reflective constructs entails figuring out indicator reliability, internal consistency reliability, convergent validity, and discriminant validity. The measurement model used in this study is displayed in Table 2.

The repeated indicators approach used the Fornell-Larcker criterion and the HTMT criterion to confirm discriminant validity. When a model lacks discriminant validity, it becomes unclear whether data can support the results or are only the product of the model's iterative application of a notion (Kock & Lynn, 2012). Convergent validity can be evaluated further by applying the commonly used measures, the Fornell-Larcker criteria (Fornell & Larcker, 1981). However, Henseler et al. (2015)

presented the new, superior heterotrait-monotrait ratio of correlation measure (HTMT) to evaluate discriminant validity. HTMT is a ratio of the average of the mono-trait-heteromethod correlation – that is, the correlations of indicators within the same construct – to the average of the heterotrait-heteromethod correlation, or the correlations of indicators across constructs measuring different phenomena.

Each factor's root of the coefficient of variance (\sqrt{AVE}) contrasted with the model's correlation coefficient among the other components (Fornell & Larcker, 1981) is examined to evaluate the Fornell-Larcker criteria. The finding that all \sqrt{AVE} values exceeded the maximum squared inter-construct correlations, as shown in Table 3, demonstrated the discriminant validity of the Fornell-Larcker criteria.

Table 3. Fornell-Larcker criteria

Variable	Core Competence	Customer Trust	Effort Expectancy	Innovative Absorptive Capacity	Long Term Orientation	Performance Expectancy	Quality Employee
Core Competence	0.797						
Customer Trust	0.330	0.832					
Effort Expectancy	0.342	0.617	0.842				
Innovative Absorptive Capacity	0.702	0.302	0.229	0.810			
Long-Term Orientation	0.457	0.354	0.374	0.340	0.828		
Performance Expectancy	0.315	0.522	0.592	0.262	0.299	0.786	
Quality Employee	0.647	0.311	0.275	0.722	0.401	0.314	0.868

This study utilized the HTMT ratio to measure discriminant validity in response to the critiques concerning the Fornell-Larcker method (Henseler et al., 2015). Table 4 presents that all the observed values are lower than 0.90 (Gold et al., 2001) and indicates that the ability of the construct to differentiate between different variables has been effectively established.

The multi-collinearity assessment was carried out before performing a structural model analysis to ensure that there was no overlap of constructs resulting from the intricate managerial adoption constructs. Multi-collinearity is used to quantify the degree of correlation between independent and dependent variables in a research model. Data with VIF values below 3 indicate no multi-collinearity (Kock & Lynn, 2012). There is no identified intersection between the independent and dependent variables, as indicated by the data displayed in Table 2.

After establishing the outer model's reliability and validity, it is important to analyze the inner model estimates to evaluate the proposed relationships between the constructs in the concept model (Hair et al., 2012). PLS-SEM is a prediction-

focused method that aims to maximize the variance explained (R^2) by the endogenous constructs with the R^2 values of 0.67, 0.33, and 0.19, which are significant, moderate, and weak (Chin, 1998). The study can define that the R^2 adjusted values, which evaluate the accuracy of the model's predictions, were 0.414 for customer trust and 0.247 for the ERP management adoption construct. The R^2 score of 41.4% implies that effort expectancy and performance expectancy may explain consumer trust. Furthermore, the 24.7% difference in ERP managerial adoption may be accounted for by customer trust, effort expectancy, performance expectancy, and long-term orientation.

The effect size (f^2) was calculated to determine to what extent both independent and dependent variables in a structural equation model support variance (Cohen et al., 1998) and measure the impact of an independent construct on the dependent construct (Hair et al., 2016). Effect sizes (f^2) between 0.020 and 0.150, 0.150, and over 0.350 indicate a minor, moderate, or substantial effect of an exogenous construct on an endogenous construct (Chin, 1998). Table 5 shows that f^2 for performance expectancy = 0.065 and f^2 effort expectancy = 0.251 have a moderate and weak effect

Table 4. HTMT matrix result

Variable	Core Competence	Customer Trust	Effort Expectancy	Innovative Absorptive Capacity	Long-Term Orientation	Performance Expectancy	Quality Employee
Core Competence	0.404						
Customer Trust	0.397	0.749					
Effort Expectancy	0.833	0.373	0.270				
Innovative Absorptive Capacity	0.534	0.437	0.435	0.403			
Long-Term Orientation	0.379	0.666	0.712	0.317	0.366		
Performance Expectancy	0.760	0.382	0.322	0.866	0.473	0.381	
Quality Employee	0.404						

on customer trust, while f^2 for customer trust = 0.015, f^2 effort expectancy = 0.000, f^2 performance expectancy = 0.020, and f^2 long-term orientation = 0.141. This means, that except for long-term orientation, the other variables have a weak effect on ERP managerial adoption.

The Stone-Geisser Q^2 value, which measures cross-validated redundancy, was computed using the PLS method to assess the model's predictive significance using a blindfolding methodology (Hair et al., 2016). The model is considered predictive when the Stone-Geisser Q^2 value exceeds zero (Hair et al., 2016). Table 5 shows that the Stone-Geisser Q^2 for the ERP managerial adoption construct is more than 0, which means that the endogenous factors in this study are predictable.

The hypothesis testing approach can be executed by computing the route coefficients and their corresponding t-values using 5,000 bootstrap subsamples to evaluate the statistical significance of path coefficients at a 5% significance level (Hair et al., 2016). Through an analysis of the T statistics and β values, the current study aimed to ascertain the validity of the hypotheses. The predicted degree of variability in a construct impacted by the variability of units in another construct is quantified by the β value. An increased β coefficient indicates a more robust influence on the growth and progress of internal latent components. Nonetheless, a T-statistical test must be performed to confirm the significance of the β coefficient (Hair et al., 2016).

The results of hypotheses testing are described in Table 5. It shows that both effort expectancy and

performance expectancy significantly affect the customer's trust in e-fulfillment services with respective values ($\beta = 0.464$, T value = 7.809, p -value = 0.000 for effort expectancy; and $\beta = 0.242$, T value = 3.795, p -value = 0.000 for performance expectancy). Therefore, H3 and H4 are supported.

In the context of ERP managerial adoption, the study found that customer trust, performance expectancy, and long-term orientation have a positive and significant effect because customer trust has a T value of 1.876, p -value of 0.030, β of 0.139; performance expectancy has a T value of 2.269, p -value of 0.012, β of 0.155 and long-term orientation has a T value of 6.072, p -value of 0.000 and β of 0.355. It can be concluded that H2, H5, and H6 are accepted. Meanwhile, effort expectancy has an insignificant effect since the finding shows the β value of -0.001, T value of 0.009, and p -value of 0.497. Thus, H1 is rejected.

This study examines the role of consumer trust as a mediator in the research model. If the direct effect was statistically significant, the study tested the significance of the indirect effect of effort and performance expectancy on management adoption. If the indirect effect is also significant, it can be inferred that mediation is taking place. Table 6 reveals that the relationship between effort expectancy and performance expectancy is influenced by customer trust, which in turn affects management adoption. Both the direct and indirect effects of this relationship are observed. Customer trust is a complete mediator between effort expectancy and managerial adoption. While the direct impact of effort expectancy on managerial adop-

Table 5. Path coefficient (Direct effect)

Hypotheses	Beta	T-Value	P-Value	Decision	R ² Adjusted	f ²	Q ²
H3 Effort Expectancy → Customer Trust	0.474	7.809	0.000	Supported	0.414	0.251	0.406
H4 Performance Expectancy → Customer Trust	0.242	3.795	0.000	Supported		0.065	
H1 Effort Expectancy → Managerial Adoption	-0.001	0.009	0.497	Rejected	0.247	0.000	0.223
H2 Performance Expectancy → Managerial Adoption	0.155	2.269	0.012	Supported		0.020	
H5 Customer Trust → Managerial Adoption	0.139	1.876	0.030	Supported		0.015	
H6 Long-Term Orientation → Managerial Adoption	0.355	6.072	0.000	Supported		0.141	

Table 6. Analysis of the mediation effect

Path Hypothesis	Standardized Beta (β)	T Statistic	P Value	Decision
H7 Effort Expectancy → Customer Trust → Managerial Adoption	0.066	1.798	0.036	Full Mediation
H8 Performance Expectancy → Customer Trust → Managerial Adoption	0.034	1.650	0.050	Partial Mediation

tion is not significant, the indirect effect is considerable, thereby supporting H7. The study also validates that customer trust partly mediates the connection between performance expectation and managerial adoption, thereby supporting H8.

4. DISCUSSION

This study found that effort expectancy positively influences employee trust in using the new ERP system. This finding supports the first hypothesis and aligns with Kurniasari et al. (2021), who mentioned that employees trust the new system because it is easy to use and no extra effort is needed to learn it. In the context of an e-fulfillment platform, the management of an organization must provide clear guidance and instruction in using the new system to avoid any difficulties in its adoption (Kawa & Światowiec-Szczepańska, 2021).

This paper found that performance expectancy has a strong influence on customer trust. Thus, it supports the second hypothesis and the previous study of Kurniasari, Gunawan, et al. (2022), who mentioned the effect of performance expectancy on adopting new digital payments in Malaysia. Trust in using the new ERP system is developed if the employee believes that using that technology will make it easier for them to finish their organizational task.

This study indicated that effort expectancy had no discernible impact on managers' use of e-fulfillment services, thus rejecting the third hypothesis. The results are in contrast with Venkatesh et al. (2003), Jambulingam (2013), and Sair and Danish (2018), who noted that expectancy has a favorable impact on users' decision-making when embracing new technological systems. When it comes to effort expectancy, people tend to accept new technological innovations more readily when they are simple to use and easy for users to grasp. The findings of this study indicate that effort expectancy does not emerge as the primary determinant for users when it comes to adopting new technologies. It aligns with Joong-Kun Cho et al. (2008), who suggested that numerous companies often outsource logistics due to insufficient managerial

talents and competencies. Senior managers with well-equipped experiences and sufficient competencies who can easily comprehend and learn new technologies will lead to superior organizational performance.

The findings support the fourth hypothesis, which shows that performance expectancy significantly impacts managers' use of e-fulfillment technology. It supports the previous findings by Venkatesh et al. (2003), Kurniasari et al. (2021), and Yoo et al. (2012), which noted that performance expectancy is the primary factor influencing an individual's behavior when embracing new technology. This study is consistent with the investigation of the fulfillment strategy carried out by Kawa and Światowiec-Szczepańska (2021), highlighting that adopting e-fulfillment technology has resulted in enhanced business performance through improved efficiency. The management board ensured that e-fulfillment services inside the business would enhance transaction accessibility for employees and facilitate efficient task execution. Improved management acceptance of the new platform will help the company operate more efficiently and concentrate solely on its core competencies. Organizations can process customer orders, manage inventory, provide documentation, and expedite the delivery of items by utilizing new technologies.

The study supports the fifth hypothesis and is aligned with Lee et al. (2012) and Geng and Demuyakor (2022), who mentioned that trust, due to its ability, honesty, and compassion, has a favorable effect on management adoption of new technology platforms. This result also supports previous research findings (Hamid et al., 2018; Kawa, 2021; Kawa & Światowiec-Szczepańska, 2021; Lee et al., 2012; Li & Huang, 2009), which discovered that fulfillment services improve the quality of logistical services and create opportunities for business expansion into new markets.

The finding of the study shows that long-term orientation positively influences the managerial adoption of the new technology. Thus, it supports the sixth hypothesis. As mentioned by Hofstede Insights (n.d.), long-term orientation refers to the belief that the condition in the future will be better and more prosperous than

the present. Organizations that can internalize the long-term orientation culture within the organization will successfully gain and sustain their competitive advantage in the future. The organization needs to initiate a comprehensive strategy related to the importance of technology adoption as part of the business innovation process's decision-making.

The study shows effort expectancy does not directly influence the managerial adoption of e-fulfillment but found that there is a full mediation effect of customer trust in the relationship of effort expectancy to managerial adoption. This finding is consistent with the seventh hypothesis. It supports Alharbi (2017) and Kurniasari, Gunawan, et al. (2022), who discussed that employees are willing to adopt a new system if they have trust. Management in an organization is critical in establishing the trust of the employees in adopting the new ERP system by ensuring that the usage of the new system is useful, easy to understand, and proven to improve business performance.

This study supports the eighth hypothesis that shows the influence of performance expectancy on ERP managerial adoption with trust as a mediating effect, reinforcing Amofah and Chai (2022) and validating Kurniasari et al. (2022). Managerial adoption is associated with the organization's ability to provide the right working guidance for their employees, the ability to utilize ERP business innovation, and employees' capabilities in using the system. Employees are willing to adopt the new system if they have trust and are assured by their leader that it will enable them to achieve their goals efficiently and effectively.

The study's shortcoming is in its exclusive focus on the management adoption of ERP systems. However, the constraint provides a potential avenue for future study expansion. Subsequent research in this field might explore the impact of e-fulfillment systems on companies' operational performance. Future research could also examine the effect of a company's decision to adopt an ERP system from a customer satisfaction perspective.

CONCLUSION

Indonesia's e-fulfillment strategy is developing in a promising way with technological advancement, which requires a more digitalized business model and an agile organization. E-fulfillment provides more effective, efficient methods for handling logistics and improves business performance. Unfortunately, putting the e-fulfillment system into practice is not always easy, especially regarding employee qualifications. This study aims to investigate determinant factors that influence management's adoption of new e-fulfillment technology using the UTAUT approach, along with Hofstede's long-term orientation dimension and customer trust. This study analyzed managerial adoption using a higher-order construct comprising three elements: core competency, capacity for innovation, and personnel quality.

The study revealed that customer trust, long-term orientation, and performance expectancy positively influenced the level of management adoption of the e-fulfillment system; however, the effort expectation had no effect. It has also been demonstrated that trust acts as a mediating factor, which partially mediates the effect of performance expectations and fully mediates the effect of effort expectancy on the managerial decision to adopt an ERP system.

The study's conclusions have made a substantial addition to the field of e-fulfillment, which has received little attention. This is especially true in the context of Indonesia, a nation whose logistics industry is expanding rapidly. However, it is imperative to acknowledge that this paper does have notable limitations. The literature indicates that management adoption rates of e-fulfillment are influenced by customer trust and technology acceptance. Nevertheless, it is critical to recognize their limited influence. Therefore, it is recommended that future research expand on the current technology adoption framework among managers by incorporating additional UTAUT variables, such as facilitating conditions, and other variables, such as individual aspects and organizational support. Moreover, the only assessment made in this study is of the managers' use of e-fulfillment.

Further research could examine how adopting e-fulfillment affects other aspects of business success, such as its financial results and market performance (including market share and customer happiness). Moreover, it is crucial to remember that this study is limited to the context of Indonesia's e-fulfillment sector. Other nations could be the subject of further research.

AUTHOR CONTRIBUTIONS

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ACKNOWLEDGMENT

This study is conducted with the support from the Ministry of Education, Culture, Research, with the Contract No. 1170/LL3/AL.04/2023; 0059-RD-LPPM-UMN/P-JD/V/2023.

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