

Evaluating the Success of the Human Resource Management System at a Local Telecommunication Provider in Belize City

Hortence Hernandez

Faculty of Management and Social
Science
University of Belize
2017116919@ubstudents.edu.bz

Tyron Burns

Faculty of Management and Social
Science
University of Belize
2016114978@ubstudents.edu.bz

Jessica Gonzales

Faculty of Management and Social
Science
University of Belize
2017116919@ubstudents.edu.bz

Marcelle Staine

Faculty of Management and Social
Science
University of Belize
2017115764@ubstudents.edu.bz

Jair Reyes

Faculty of Management and Social
Science
University of Belize
jair.a.reyes@gmail.com

Abstract

PeopleSoft System was successfully implemented at Belize Telemedia Limited in 2011, in the accounting section. The purpose of the implementation of PeopleSoft System at BTL was to aid in the HR section, so as to have employees effectively and efficiently executing, their duties. The systems can help the company to achieve their goals, improve operational excellence and decision making within, their departments which will in return provide the best service to their customers and employees. It is, however unknown the level of difficulty or ease of using the system. The first method we took was to collect primary data from employees at the Belize Telemedia Limited who are direct users of the PeopleSoft System. Secondly, the data was analyzing and compared. Finally, the paper discusses the overall success of the PeopleSoft System at Belize Telemedia Limited.

Keywords: Information System success, effective

Introduction

Companies all over the world are changing, and adapting to the era of information technology. Today's organizations do recognize a need for a computerized human resource information system. (Targowski and Deshpande 2001). And the Belize Telemedia Limited is no exception when it comes to adaptation to these changes. Due to the large number of clientele, and the need to continue producing quality, effective and efficient service to their clients, the Belize Telemedia Limited installed PeopleSoft System with the intention that they will be able to reach an even larger populace with the service they provide in an enhance manner.

Belize Telemedia Limited is the leading telecommunication service provider in the country of Belize. BTL was established on May 29th, 2007, and has an estimated value of \$300 million BZE, the company have over 13 branches country wide and over 600 trained employees. The main focus of BTL is to develop engineering and expansion its state-of-the-art network and technologies in the country of Belize. BTL has over 21,000 fixed telephone line contracts, over 270,000 GSM mobile cellular customers and delivers directly and indirectly over 90% of the country's internet services. BTL continue to improve their services to the Belizean populace through information technology.

The purpose of this research is to demonstrate how Management Information Systems are used in various establishments. In this paper you will be able to learn about the information system used at Belize leading telecommunication service provider; Belize Telemedia Limited. Their new information system is a business management software called "PeopleSoft System". At the end of August 2011, BTL began using PeopleSoft, the Human Capital Management Suite allowing for centralized functionality and for proactively managing the HR function. Countrywide, employees were sensitized on how the administration and management of employee data would change with the implementation of this new automated system.(BTL 2012) This reduces costs and compliance issues of firms through automating and centralizing the relevant transactions. The platform also offers a collection of human resource functions that enables user to minimize potential risks, increase productivity, and boost the overall business performance.

The powerful financial tools of PeopleSoft assist Belize Telemedia Limited to confidently manage the company's complex finances and remain in compliance with the Government of Belize regulations. Software programs such as PeopleSoft streamline the process to decrease costs and increase productivity and efficiency at BTL. Oracle's PeopleSoft is a suite of applications to cover: Payroll architecture, Managerial time reporting, Automated leave planning, Optimized workforce scheduling, Built with advanced technologies: integration, workflow and online analytical processing.

Our group will be analyzing how effective it is for the employees at Belize Telemedia Limited to use the PeopleSoft System, the complexity of the system and benefits of using the system. Therefore, we will conduct a quantitative research by developing questionnaires to gather information from the employees at Belize Telemedia Limited who works directly with the PeopleSoft system in the internal unit at Belize Telemedia Limited. We will be using tables, charts and other formats to properly display and highlight the analysis of the data collected.

Literature Review

The survival of organizations in today's era requires the incorporation of IS systems so as to allow them to be competitive. It is with this in mind that organizations over the past few decades and at present continue to invest heavily in information systems. Economic conditions and competition however requires of them to determine the cost benefit of these systems. Peter, Delone and Mclean (2008) states the impact of IT is influenced by human, organizational and environmental factors; therefore measurement of IS success is both complex and illusive. In this section we establish the theoretical foundation and conceptualization of an e-HRM success based on prior IS success studies.

Delone and Mclean (1992) provided a framework for IS success which is based on six dimensions being System Quality, Information Quality, Use, User Satisfaction, Individual Impact and Organizational impact. They were of the opinion that there are various basis upon which IS success can be measured, but after careful examination, those various basis can all be encompassed under one of these six dimensions. In establishing these dimensions, extensive review was done covering empirical studies relating to aspects of "MIS Success" measurement which have appeared in one of the seven leading publications in the field of IS.

Delone and Mclean (1992) in highlighting the earlier studies of Shannon and Weaver (1949) and Mason (1978) spoke about measuring the effectiveness of information on its users on three basis, the first being Technical Level, the second Semantic Level and lastly the level of effectiveness. The Technical level looked at the accuracy and efficiency of the system which produces the information, the semantic level at the success of the information in conveying the intended meaning and the effectiveness level as the effect of the information on the receiver. Mason (1978) relabeled "effectiveness" as "influence" and went on to provide a five series of influence events which included receipt of information, evaluation of the information and the application of the information, leading to a change in recipient behavior and a change in system performance. Delone and Mclean in classifying their six dimensions with the work of Shannon and Weaver associated system quality with the technical level, information quality with the semantic level and use, user satisfaction and individual impact with that of the effectiveness level.

IS has changed significantly over the past decade and in recognizing this, Delone and Mclean (2003) felt it was necessary to determine if the dimensions of their 1992 publication had stood the test of time. In so doing, they reviewed over 100 articles in

Information Systems Research, Journal of management Information Systems and MIS Quarterly. Drawing reference once more to the work of Shannon and Weaver (1948) and Mason (1978) the researchers states “In spite of the passage of time since the Shannon and Weaver framework in 1949 and Mason’s extensions in 1978, both appear as valid today as when we adopted them a decade ago”. The researchers further State “Considering the recent research studies that both validate and support our model as well as those that challenge it, we conclude that our original model and related conclusions still form a sound basis for IS success measurement even in the e-commerce environment. We believe that our proposed changes in the updated D&M IS Success Model are largely changes in degree, not in kind. The addition of “service quality” and the collapsing of “individual impacts” and “organizational impact” into “net benefits” still preserve the parsimonious nature of the model.

Research Methodology

Understanding whether and how firm performance is affected by the IS and technologies is an important research issue (Melville, Kraemer, & Gurbaxani, 2004) as it allows managers and IS practitioners to identify the value of IS resources (Thong, 2001). Employees at the Belize Telemedia Limited utilize the PeopleSoft System which provides numerous human resource functionalities that helps the user to minimize risks, increase productivity, and enhance performance. This makes the information system very useful and needed. Utilizing the six success dimensions, it gave employees the opportunity to test and see how well the PeopleSoft System has helped thus far or will be able to assist in the future for the company. The study proposes to realize the success of the PeopleSoft System, it highlights the information quality, system quality, complementary technology quality, service quality, user satisfaction, use and the perceived net benefits.

Information quality will mainly focus on the information or the system output and how helpful it is to the employees.

System quality will ask the employees how easy they think the IS is to use or if it is easy to use on their first try.

Complementary technology quality will ask how fast the internet works when using the IS.

Service quality covers how well the information system responds to its users, how reliable they believe the system to be.

User satisfaction highlights how employees acknowledge the information system. Also, if they are satisfied with the work they are able to produce.

Use covers the amount of time users use the system and how it responds to the usage.

Perceived Net Benefits is basically asking if the IS assist in goal attainment, will it be time consuming or not and also if it will be cost efficient.

Thus, the study focuses on the Belize Telemedia Limited employees by using the seven IS success dimensions which are: service quality, complementary quality, system quality, system use, perceived net benefits, user satisfaction and information quality.

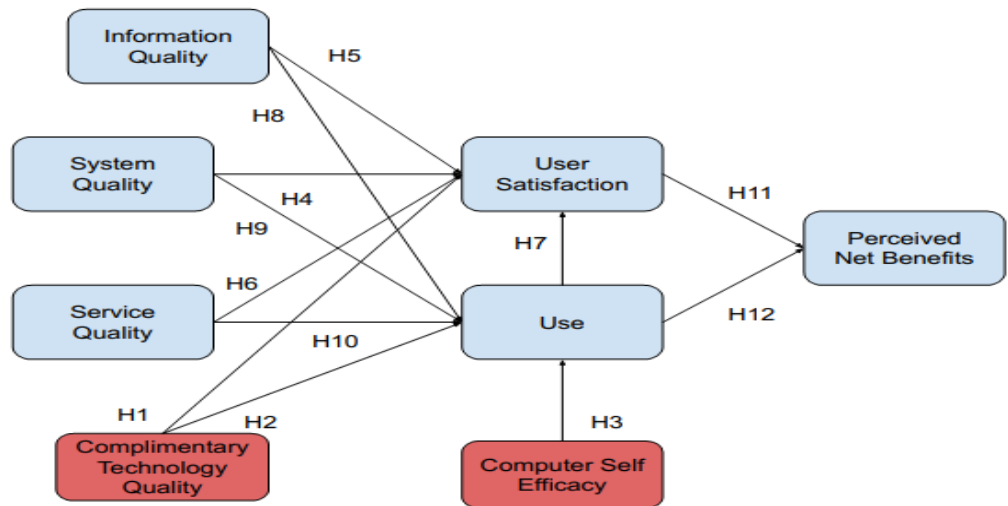


Figure 1. Framework Showing Modified Research Model

Hypothesis

H1. Complementary technology quality will positively impact system quality.

H2. System quality will positively impact user satisfaction.

H3. Information quality will positively impact user satisfaction.

H4. Service quality will positively impact user satisfaction.

H5. Use will positively impact user satisfaction.

H6. Information quality will positively impact use.

H7. System quality will positively impact use.

H8. Service quality will positively impact use.

H9. User satisfaction will positively impact perceived net benefit.

H10. Use will positively impact perceived net benefit

Description of Participants

The participants are employees of Belize Telemedia Limited, the company has 13 branches countrywide and over 600 trained employees. Research data will be collected from employees within Belize City who utilize the system in their daily operations.

Population and Size Sample

The population used for this research is the employees of Belize Telemedia Limited as they are the individuals who utilize the system on a day to day basis. Also, the employees are those who are most familiar with the performance of the PeopleSoft System. The research is using a quantitative approach, a survey whereby our respondents will provide their feedback which will be converted into statistical data. A total of thirty-three (33) questionnaires were given out using the random sampling method.

Instrument

The DeLone and McLean dimension is used for the collection of information on the success of the information system, PeopleSoft.

A questionnaire is defined as a research instrument that consists a set of questions or other types of prompts that aims to collect information from a respondent. (Bhat 2019) A questionnaire will be used to gather information from the employees of Belize Telemedia Limited. See Appendix A. For each section of the questionnaire it contains questions as to how well the PeopleSoft System assist the respondents, in an attempt to see its effectiveness. The questionnaire is divided into nine (9) respective parts. Each portion will aid in gathering essential data from the employees required for the research. This will also assist researchers to prove their hypotheses.

Data Collection

Permission to distribute the questionnaires was obtained from the institution beforehand. Thereafter, participants were alerted of the survey and information was gathered based on the PeopleSoft System, analyze and converted to useful statistical data for the purpose of the research.

Characteristics	Number	Percentage
<i>Gender</i>		
Male	21	63.6

Female	12	36.4
Total	33	100
<i>Age</i>		
Less Than 25	6	18.2
From 25 to 35	16	48.5
Over 35 to 45	9	27.3
Over 45 to 55	2	6
Older than 55	0	0
Total	33	100
<i>Education</i>		
High school	6	18.2
Associates	22	66.7
Bachelors	5	15.1
Masters	0	0
Total	33	100
<i>Working Experience</i>		
Less than 5yrs	11	33.4
Between 5 and 10yrs	10	30.3
Between 10 and 15 yrs	8	24.2
More than 15 years	4	12.1
Total	33	100

Data Analysis/Results

The main purpose of the research is to measure how effective PeopleSoft is for management employees at Belize Telemedia Limited. The questionnaire given to participants of the survey contain a total of forty-six questions. The ratings translated the variance of participants’ opinions from one(1) - strongly disagree to seven(7)- strongly agree. The collected results were tallied and displayed in histograms.

Information Quality – Average 6.09 n=33

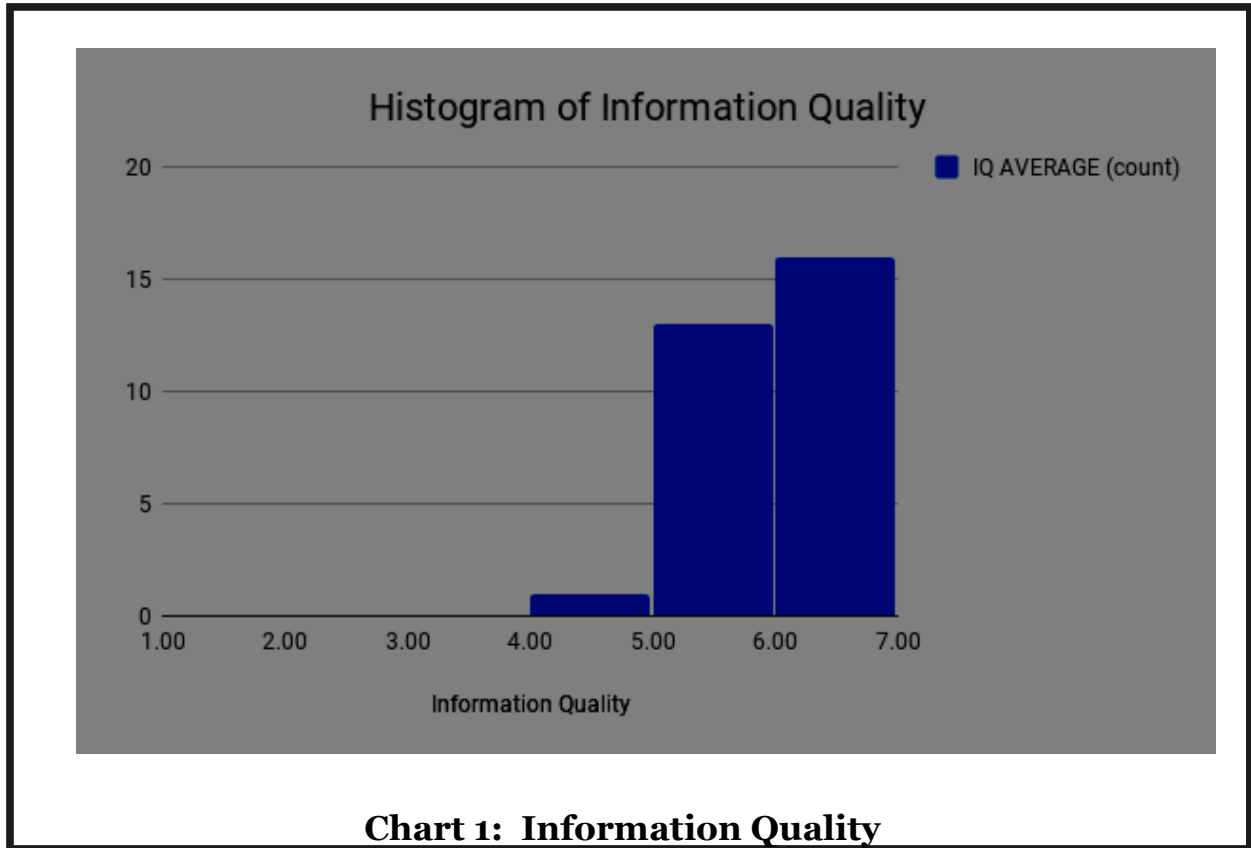


Chart 1: Shows the difference of opinion on Information Quality by employees at Belize Telemedia Limited. With an average rating of 6.09, whereby 32 of 33 participants(96%) agreed to PeopleSoft providing necessary information and 1 participant responding neutral, it shows that PeopleSoft does provide the necessary information needed by employees.

System Quality - Average 5.24 n=33

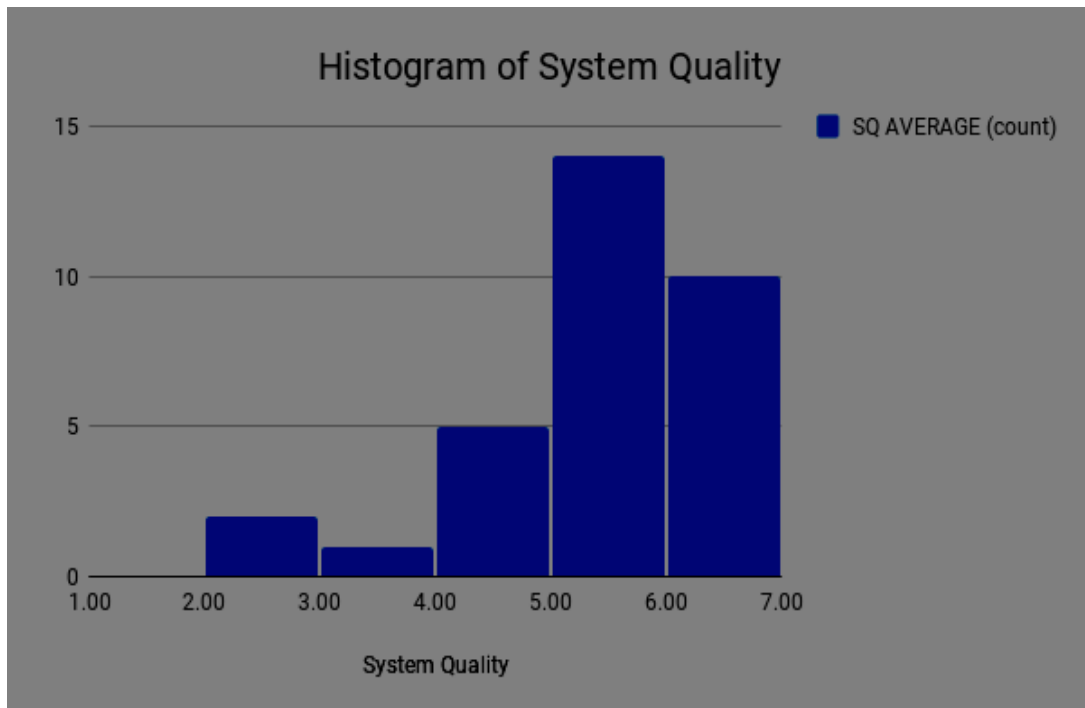
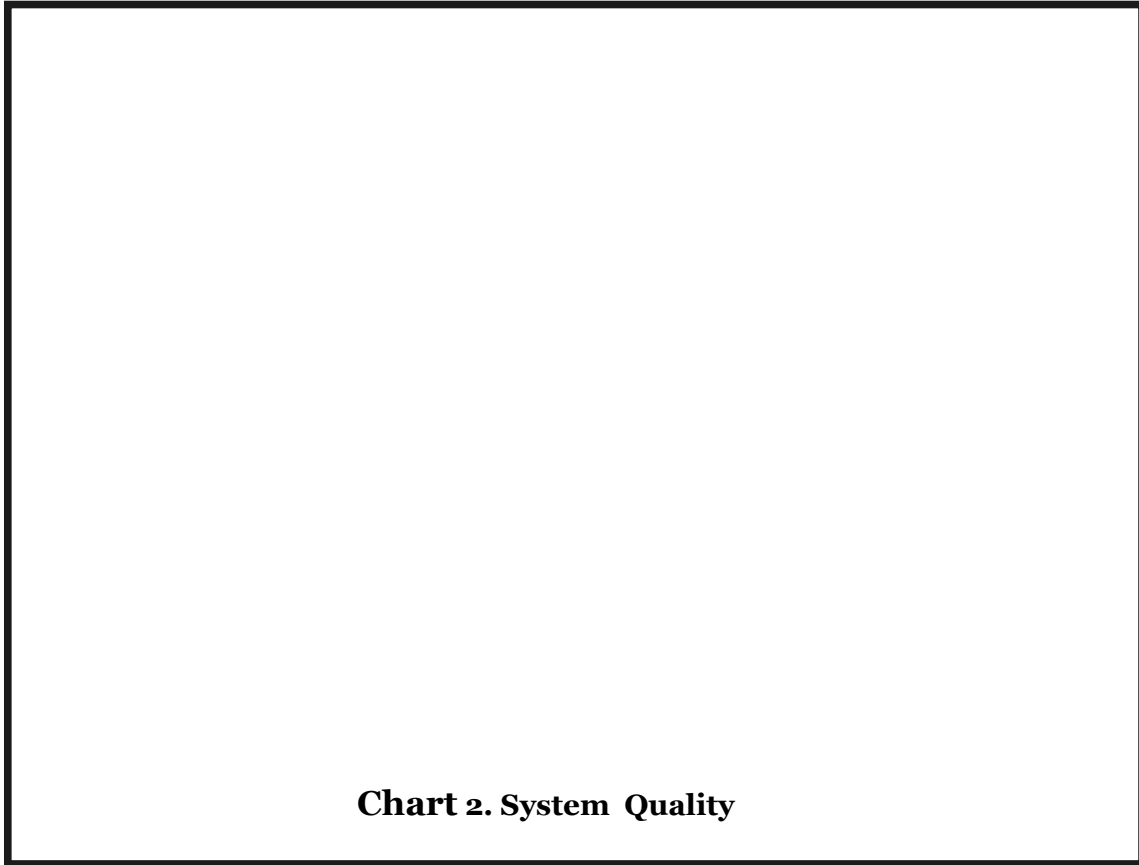


Chart 2: Shows the difference of opinion on System Quality of PeopleSoft by employees at Belize Telemedia Limited. With an average rating of 5.24 , whereby 25 of 33 participants(75%) agreed to PeopleSoft system's easy use, and 3 of 33 (9%) responded neutral. These results shows that PeopleSoft is fairly easy to use by employees.

Complementary Technology Quality- Average 6.45 n=33

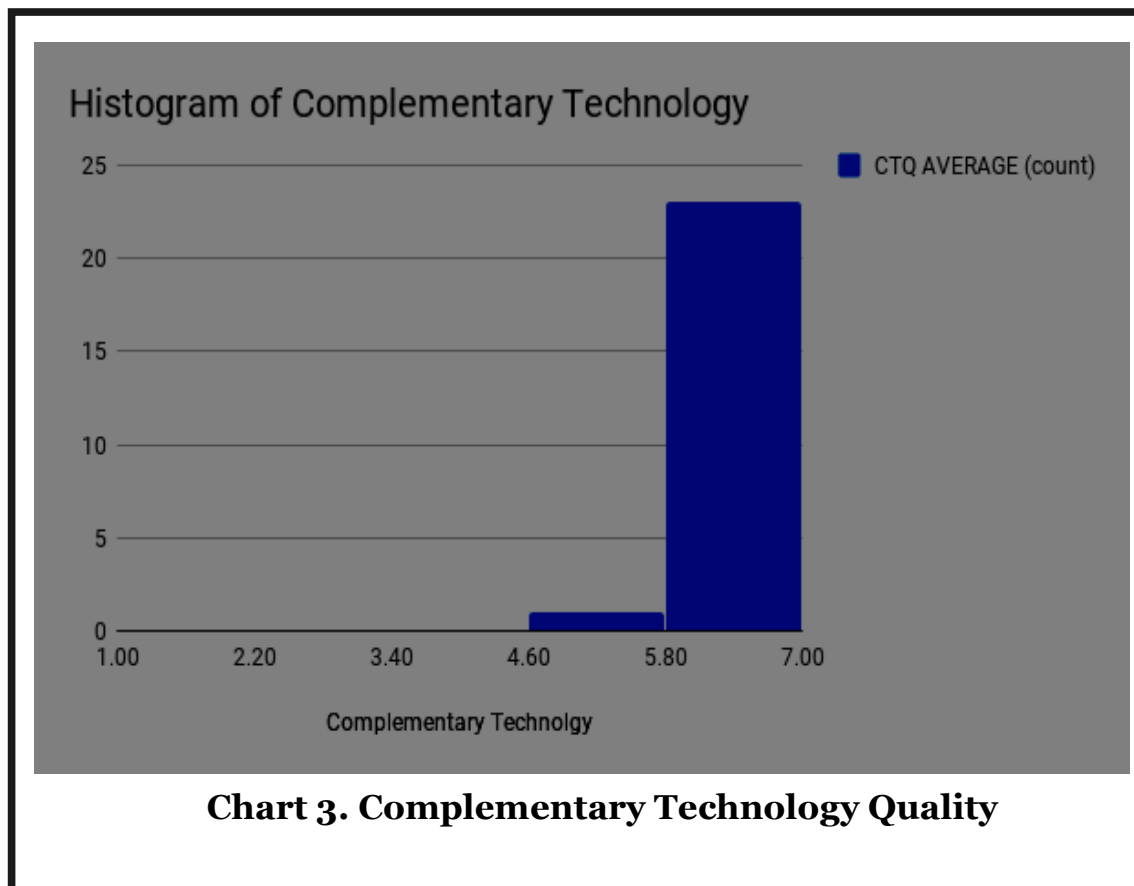


Chart 3: Shows the difference of opinion on Complementary Technology of PeopleSoft by employees at Belize Telemedia Limited. With an average rating of 6.45 , whereby 32 of 33 participants(97%) it shows that majority of employees found internet connection and hardware to be very reliable.

Computer Self-Efficacy Measure Average- 5.15 n=33

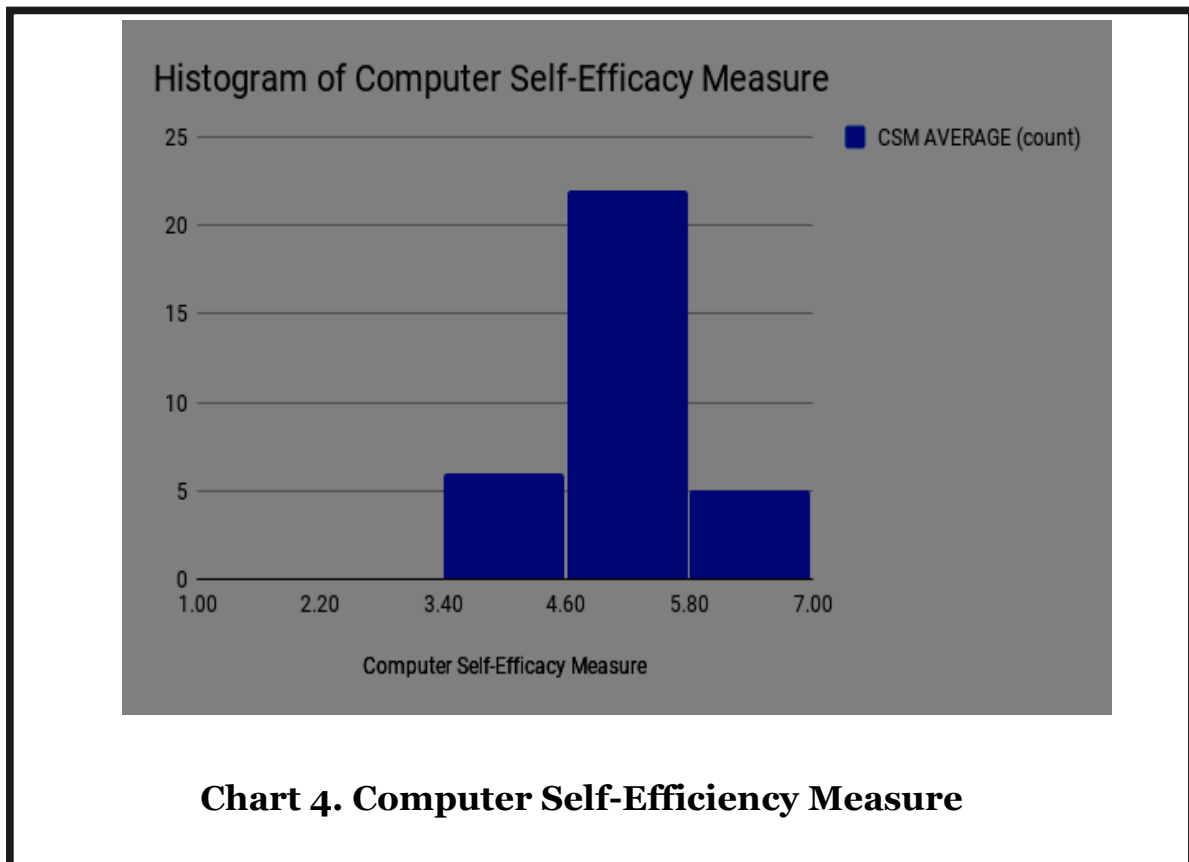


Chart 4: Shows the difference of opinion on Computer Self-Efficacy Measure of by employees at Belize Telemedia Limited. With an average rating of 5.15 , whereby 21 of 33 participants(64%) agreed to possessing the skills necessary to utilize the system. 10 of 33(30%) responding neutral and 2 participants disagreeing. These results shows that majority of employees possessed the capability to utilize the information system.

Service Quality Average-5.30 n=33

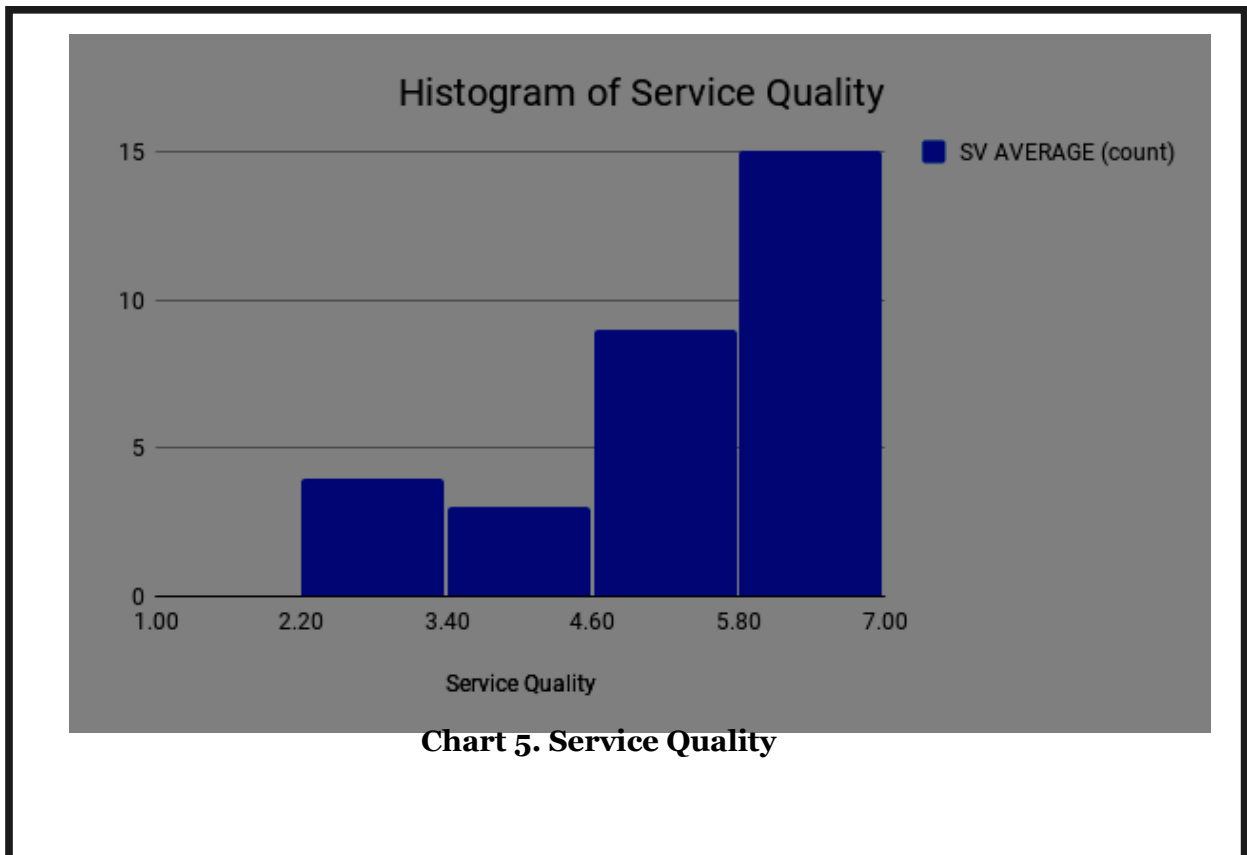


Chart 5: Shows the difference of opinion on Service Quality of by employees at Belize Telemedia Limited. With an average rating of 5.30 , whereby 17 of 33 participants(52%) agreed to being satisfied with the upkeep of the system. 12 of 33 participants(36%) responded neutral while 4 disagreed. These results shows that majority of employees are fairly satisfied with the service quality of the information system.

User Satisfaction Average-5.86 n=33

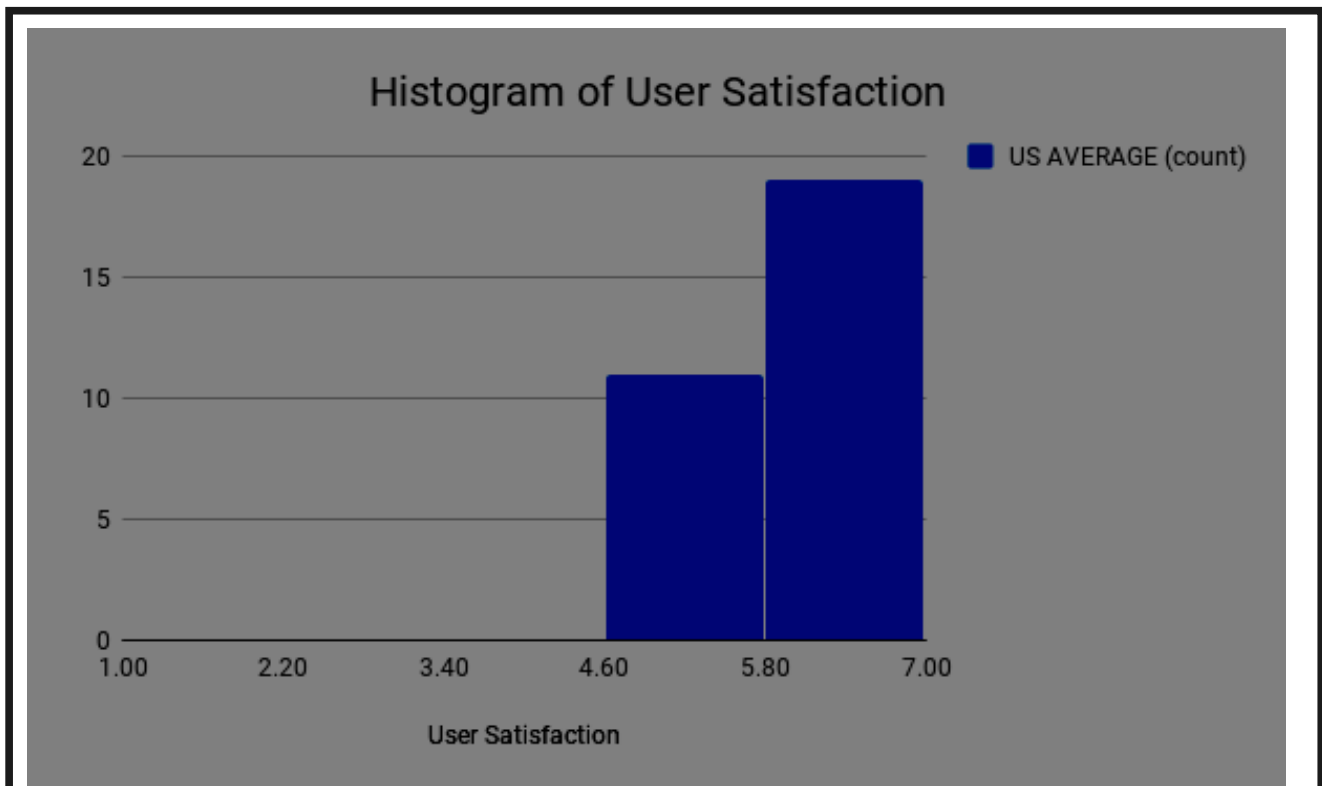


Chart 6. User Satisfaction

Chart 6: Shows the distribution of opinion on User Satisfaction by employees of Belize Telemedia Limited. With an average rating of 5.86, whereby 32 of 33 participants(97%) of participants agreed that PeopleSoft met their expectations in regards to use. 1 participant responded neutral. These results show that majority of employees are very satisfied to utilize the information system when performing management functionalities.

Use Average-5.69 n=33

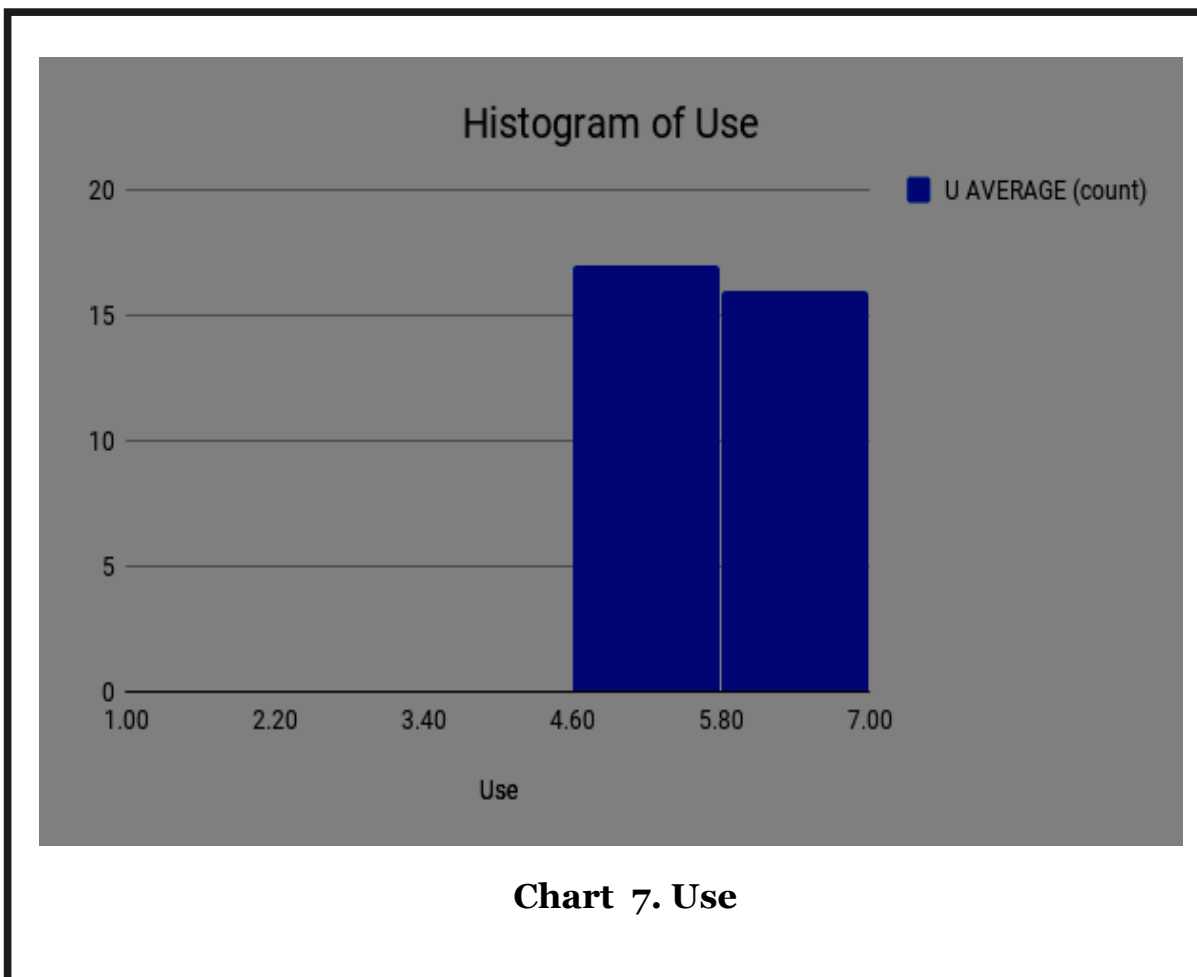


Chart 7: Shows the distribution of opinion on Use of PeopleSoft by employees of Belize Telemedia Limited. With an average rating of 5.69, whereby 29 of 33 participants(87%) agreed that PeopleSoft serves its purpose. 4 of 33 participants(13%) responded neutral. The results shows that majority of employees utilizes PeopleSoft because of its effectiveness in conducting human resource functionalities.

Perceived Net Benefits Average- 5.61 n=33

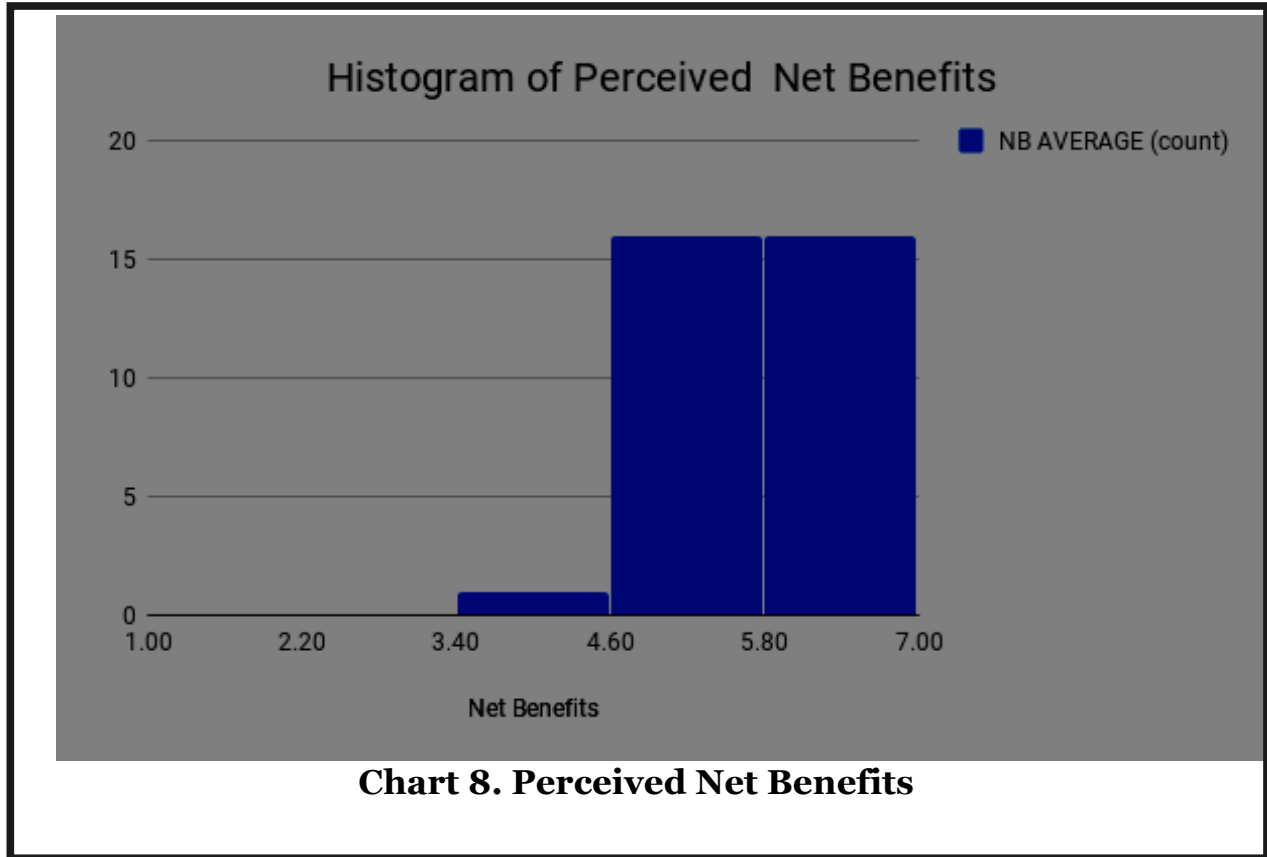


Chart 8. Shows the distribution of opinion on the Perceived Net Benefits of PeopleSoft by employees of Belize Telemedia Limited. With an average rating of 5.61, whereby 27 of 33 participants(81%) agreed that PeopleSoft is overall beneficial to the organization. 6 of 33 (18%) responded neutral. The results shows that majority of employees find the information system., PeopleSoft, to add value to the company.

Average Rating of Each Construct n=33



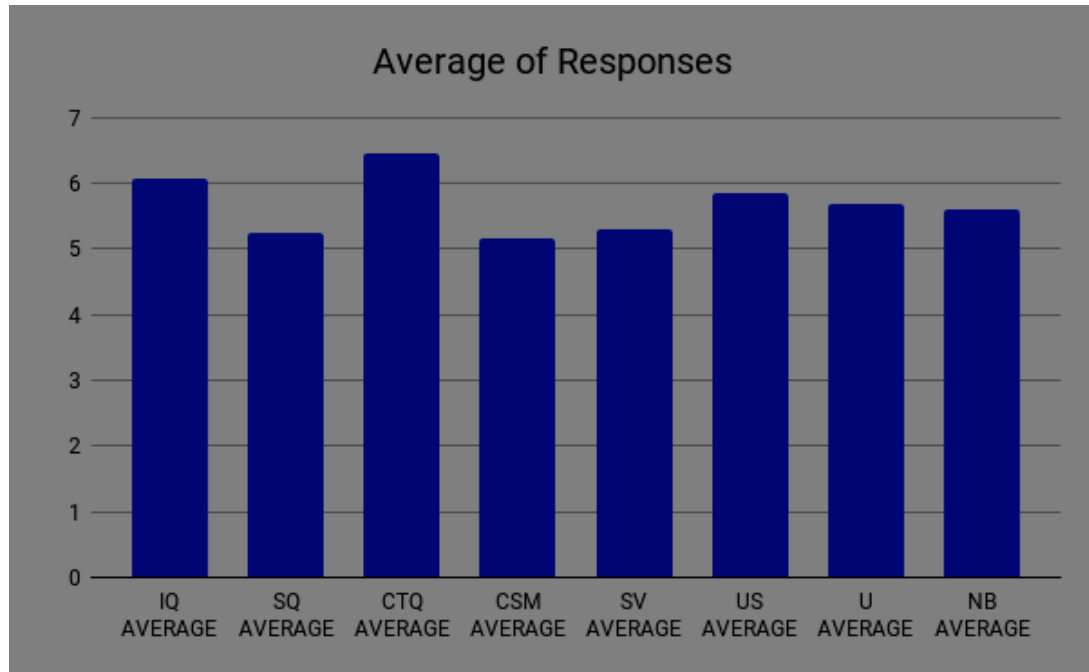


Chart 9. Average of Responses

Chart 9. Shows the distribution of averages for different constructs used to measure the effectiveness of PeopleSoft at Belize Telemedia Limited, Belize City Branch. With an average rating for all constructs ranging between 5 and 7, It shows that majority of employees find the information system., PeopleSoft, to be effective. For this information system, the construct with the lowest average rating was Computer Self-Efficacy, while Complementary Technology was the highest average rating construct with 6.45. System Quality and System Service received a fair rating leaving room for improvement on behalf of Belize Telemedia Limited. User Satisfaction, Information Quality, Use and Perceived Net Benefits were rated with averages within the range of 5.24-60.9, signifying a satisfactory rating.

Overall, the average for all constructs results to 5.66. The information system, PeopleSoft was found to be successful by the management department of Belize Telemedia Limited.

Conclusion

Discussions

This research has addressed the concern for measuring the success of Belize Telemedia Limited Information System, PeopleSoft System. For this reason, a PeopleSoft System success measurement model was developed based on the DeLone and McLean (2003) updated IS success model, which captures the multidimensional nature of PeopleSoft System success. The results shows information quality, system quality, service quality, use, user satisfaction, and perceived net benefit are a valid measurement of PeopleSoft System success. The hypothesized relationships between the six success variables were significantly supported. This research provides several important implications for PeopleSoft System success research and management. According to the proposed model, perceived net benefit is considered to be a closer measure of PeopleSoft System success than the other five success measures. Perceived net benefit should develop if the formation of perceived quality, system use, and user satisfaction is appropriately managed. Thus, management attention might more fruitfully focus on the development of these psychological and behavioural processes.

In order to increase user perceived net benefit, organizations need to develop PeopleSoft System with better information quality, system quality, and service quality, which, in turn, will influence user system usage behaviour and satisfaction evaluation, and the corresponding perceived net benefit. In this model, system use was found to have the strongest direct and total effect on perceived net benefit, indicating the importance of system use in promoting HR staffs perceived net benefit. Simply saying that increased use will yield more benefits, without considering the nature of this use, is insufficient (DeLone & McLean, 2003), as system use is a necessary condition of yielding benefits to HR staffs. With the advent and development of PeopleSoft System research, success variables continues to be important. This model provides a rich portrayal of the dynamics surrounding quality measures, satisfaction evaluation, usage, and user-perceived net benefits. The results show that HR staffs perceive the benefit of an PeopleSoft System because they have used it and felt satisfied with its information, system quality, and service quality. Whiles system usage and user satisfaction are commonly acknowledged as useful proxy measures of system success (Bailey & Pearson 1983; Doll & Torkzadeh, 1988, 1998; Ives et al., 1983), this study suggests that user-perceived net benefit can be considered as the variable closer in meaning to success than system usage and user satisfaction. This research also confirms that the use, user satisfaction, and perceived net benefit are complementary yet distinct constructs, and that use is partially mediated through user satisfaction in its influence on the perceived net benefit of an e-HRM system.

From a practical point of view, our model offers a means for organizations to evaluate and predict the success of PeopleSoft System. PeopleSoft System success, like the success of any other IS, is multidimensional and interdependent in nature. Owing to our results, practitioners now know more about the levers that help to improve their PeopleSoft System and can prioritize their investments accordingly. This research contribution to the theory is the extension and further empirical testing of the D&M IS Success Model in a different setting and system context than in previous studies as recommended by various authors (e.g., DeLone and McLean, 2003; Iivari, 2005). The study advances the

theoretical development in the area of such systems, serving as a basis for future research in this field. Moreover, by using an established IS theory as the theoretical basis for a benchmarking study, our study is an attempt to apply rigorous research to a practical, highly relevant problem.

Limitations

There were several factors which affected the results of the research. The sample size for instance, was small. A sample size of at least sixty participants would have yielded results showing a better distribution. Secondly the sample came only from the Belize City branch of Belize Telemedia Limited. With an organization that has several branches countrywide, sampling from various districts would provide a better insight. And lastly, the time was not sufficient to properly conduct the research as employees could only participate in the survey outside of working hours. This made some of the employees reluctant to answer the survey, thus limiting the number of responses.

Future Research

Extending the research to various branches of a large organization would help in providing additional data on the success of using e-HRM to conduct management functionalities. Likewise, comparing the efficiency of management who utilizes e-HRM versus organizations that does not.

These research ideas would be an appropriate direction to investigate in the future as it would add value to a developing nation, such as Belize.

Reference

- Belize Telemedia Limited. (2012, June 11). REPORT OF DIRECTORS. Retrieved May 01, 2019, from [https://www.livedigi.com/uploaded/images/untitled_folder1/AGM Reports/Directors Report & Financial Statement April 1st 2011 - March 31st, 2012.pdf](https://www.livedigi.com/uploaded/images/untitled_folder1/AGM_Reports/Directors_Report_&_Financial_Statement_April_1st_2011_-_March_31st_2012.pdf)
- Bhat, A. (n.d.). QUESTIONNAIRE: DEFINITION, EXAMPLES, DESIGN AND TYPES. Retrieved May 01, 2019, from https://www.questionpro.com/blog/what-is-a-questionnaire/#What_is_a_Questionnaire
- DeLone, W. H., & McLean, E. R. (2003). The DeLone and McLean Model of Information Systems Success: A Ten-Year Update. *Journal of Management Information Systems*, 19(4), 9–30. <https://doi.org/10.1080/07421222.2003.11045748>
- Mason, R. O. (1978). Measuring information output: A communication systems approach. *Information & management*, 1 (4), 219-234.
- Melville, N., Kraemer, K., & Gurbaxani, V. (2004). Review: Information technology and organizational performance: An integrative model of IT business value. *MIS Quarterly*, 28(2), 283–322.
- Petter, S., DeLone, W., & McLean, E. (2008). Measuring information systems success: models, dimensions, measures, and interrelationships. *European Journal of Information Systems*, 17(3), 236–263. <https://doi.org/10.1057/ejis.2008.15>
- Petter, S., & McLean, E. R. (2009). A meta-analytic assessment of the DeLone and McLean IS success model: An examination of IS success at the individual level. *Information & Management*, 46(3), 159–166. <https://doi.org/10.1016/j.im.2008.12.006>
- Shannon, C. E., & Weaver, W. (1949). *The mathematical theory of communication*. Urbana, IL: The University of Illinois Press.
- Tangowski, A. S. and Deshapande S. P.(2001) The utility and selection on an HRIS. *Adv. Competitiveness Res.*, 9:42-56
- Thong, J. Y. L. (2001). Resource constraints and information systems implementation in Singaporean small businesses. *Omega*, 29(2), 143–156.
- Wang, Y.-S., & Liao, Y.-W. (2008). Assessing eGovernment systems success: A validation of the DeLone and McLean model of information systems success. *Government Information Quarterly*, 25(4), 717–733. <https://doi.org/10.1016/j.giq.2007.06.002>

Appendix

Questionnaire I – Information System Success – Belize Telemedia Limited

Purpose

This questionnaire asks for information about your experience with the Peoplesoft System at Belize Telemedia Limited and how effective it is to you as a user. We would be grateful for your cooperation in allowing us to gather information regarding your experience and opinion about the Peoplesoft system.

Please answer the questions in relation to your personal experience. Your individual responses to the questionnaire will be strictly confidential.

Instructions

This is a survey, not a test; there are no right or wrong answers. Please tick the boxes to mark your answers.

1. Background Information	Answers:
Please indicate your gender:	Male Female
Please indicate your age:	Less than 25 Over 45 to 55 From 25 to 35 Older than55 Over 35 to 45
Please indicate highest education level attained:	High School Associates Bachelors
Please indicate your working experience:	Less than 5 Between 5 and 10

Indicate your agreement with each statement by rating it from (1) strongly disagree to (7) strongly agree.

2. Information Quality	Disagree -----
IQ1: The Peoplesoft system provides information that is exactly what you need	1 2 3 4 5 6 7
IQ2: The Peoplesoft system provides information you need at the right time	1 2 3 4 5 6 7
IQ3: The Peoplesoft system provide information that is relevant to your job	1 2 3 4 5 6 7
IQ4: The Peoplesoft system provides sufficient information	1 2 3 4 5 6 7
IQ5: The Peoplesoft system provides information that is easy to understand	1 2 3 4 5 6 7
IQ6: The Peoplesoft system provides up-to-date Information	1 2 3 4 5 6 7
3. System Quality	Disagree -----
SQ1: The Peoplesoft system is easy to use.	1 2 3 4 5 6 7
SQ2: The Peoplesoft system is user-friendly.	1 2 3 4 5 6 7
SQ3: The Peoplesoft system provides high-speed information access.	1 2 3 4 5 6 7
SQ4: The Peoplesoft system provides interactive features between users and system.	1 2 3 4 5 6 7
4. Complementary Technology Quality	Disagree -----

CTQ1: The software on the device (desktop computer, laptop, mobile device) used to access the Peoplesoft is adequate.	1 2 3 4 5 6 7
CTQ2: The device hardware (desktop computer, laptop, mobile device) used to access the Peoplesoft is adequate.	1 2 3 4 5 6 7
CTQ3: The speed of the Internet connection used to access the Peoplesoft is adequate.	1 2 3 4 5 6 7
CTQ4: The reliability of the Internet connection used to access the Peoplesoft is adequate.	1 2 3 4 5 6 7
5. Computer Self-Efficacy Measure (I could use the Peoplesoft system)	Disagree ----- Agree
CTQ1: if there was no one around to tell me what to do as I go.	1 2 3 4 5 6 7
CTQ2: if I had never used an information system like it before.	1 2 3 4 5 6 7
CTQ3: if I had only the information system manuals for reference.	1 2 3 4 5 6 7
CTQ4: if I had seen someone else using the information system before trying it myself.	1 2 3 4 5 6 7
CTQ5: if I could call someone for help if I got stuck.	1 2 3 4 5 6 7
CTQ6: if someone else had helped me get started.	1 2 3 4 5 6 7
CTQ7: if I had a lot of time to complete the job for which the information system was provided.	1 2 3 4 5 6 7
CTQ8: if I had just the built-in help facility for assistance.	1 2 3 4 5 6 7
CTQ9: if someone showed me how to do it first.	1 2 3 4 5 6 7
CTQ10: if I had used similar information systems before this one to do the same job.	1 2 3 4 5 6 7
6. Service Quality	Disagree ----- Agree
SV1: The support staff keep the PeopleSoft system software up to date	1 2 3 4 5 6 7
SV2: When users have a problem, the PeopleSoft system support staff show a sincere interest in solving it.	1 2 3 4 5 6 7
SV3: The PeopleSoft system support staff respond promptly when users have a problem.	1 2 3 4 5 6 7
SV4: The PeopleSoft support staff tell users exactly when services will be performed.	1 2 3 4 5 6 7
7. User Satisfaction	Disagree ----- Agree
US1: Most of the users bring a positive attitude or evaluation towards the PeopleSoft system function.	1 2 3 4 5 6 7
US2: Users perceived utility about the Peoplesoft system is high.	1 2 3 4 5 6 7
US3: The Peoplesoft has met your expectations.	1 2 3 4 5 6 7
US4: You are satisfied with the Peoplesoft system.	1 2 3 4 5 6 7
8. Use	Never ----- Often
U1: The frequency of use with the PeopleSoft system is high	1 2 3 4 5 6 7
U2: You depend upon the Peoplesoft system.	1 2 3 4 5 6 7
U3: I was able to complete a task using the Peoplesoft even if there was no one around to tell me what to do as I go.	1 2 3 4 5 6 7

U4: I have the knowledge necessary to use the Peoplesoft.	1	2	3	4	5	6	7
9. Perceived Net Benefits	Never	-----					
NB1: The Peoplesoft system helps you improve your job performance.	1	2	3	4	5	6	7
NB2: The Peoplesoft system helps the organization save cost.	1	2	3	4	5	6	7
NB3: The Peoplesoft system helps the organization achieve its goal.	1	2	3	4	5	6	7
NB4: Using The Peoplesoft improves the assessment and training	1	2	3	4	5	6	7
NB5: Using The Peoplesoft in job increases my productivity.	1	2	3	4	5	6	7
NB6: Overall, using the Peoplesoft enhances recruitment and performance management.	1	2	3	4	5	6	7

Please return this survey to the person who gave you the form.
 Thank you for your participation.