# Information System Users Satisfactions:

# Assessing the Success of TechnologyOne at the Central Bank of Belize

**Shannon Noralez Reneau**
University of Belize
West Landivar, Belize City
2005113203@ubstudents.edu.bz

**Sofia Gabriela Murray**
University of Belize
West Landivar, Belize City
2019120529@ubstudents.edu.bz

**Magdaluz Guerrero**
University of Belize
West Landivar, Belize City
2017117008@ubstudents.edu.bz

**Christina Paquiul**
University of Belize
West Landivar, Belize City
2013210084@ubstudents.edu.bz

**Niyokei Williams**
University of Belize
West Landivar, Belize City
2016115363@ubstudents.edu.bz

## Abstract

*While a considerable amount of research has been conducted on information systems success models, little research has been carried out to address the conceptualization and measurement of TechnologyOne at the Central Bank of Belize's success within the organization. This study provides the first empirical test of an adaptation of DeLone and McLean IS success model in the context of TechnologyOne. The model consists of six dimensions: information quality, system quality, service quality, use, user satisfaction, and perceived net benefit. Structural equation modelling techniques are applied to data collected by means of questionnaire from 30 employees from Central Bank of Belize. The hypothesized relationships between the six success variables are significantly supported by the data. The findings of the data collected will determine the success of TechnologyOne used by the Operational Unit at Central Bank. This paper concludes by discussing the limitations of the study, which should be addressed in future research.*

Keywords: TechnologyOne; information systems success model;net benefit; Central Bank of Belize; enterprise systems

## Introduction

The Management Information System (MIS) provides the data to identify non-performing areas and leads to the following benefits such as: Help to achieve greater efficiency, whereby management will have the information required to identify a company's strengths and weaknesses. As MIS evaluates the processes, it

basically develops and show basic assessment in each of the design. These development phases assess attitude, value perception, information usage and decision performance (King and Rodriguez). There are several categories under MIS such as Executive Information System (EIS), Business Intelligence System (BIS), Transaction Processing System (TPS), Financial Accounting System (FAS), Human Resource Management System (HRMS) and Supply Chain Management System (SCM) (Smartsheet).

TechnologyOne (TechOne) system was introduced to an organization like the Central Bank of Belize (CBB), that has multilateral processes which integrate with each other to make the organization more efficient and functional. For instance, the Accounts and Budget Department uses the TPS, FAS and SCM, which its processes are integrated with other departments such Administration, Human Resources Department, etc. who uses the same system to conduct their daily procedures.

According to IGI Global, an Enterprise System also known as Enterprise Resource Planning, is a software that provides a solution to integrate businesses. These businesses include schools, interest-based user groups, clubs, charities, and governments. This research will review, analyze and give recommendations to the Management of TechOne which involves the end users and system administrators of the system.

The system administrators are the information technicians and management personnel of the organization, who direct the flow of information shared and the end users are those employees, who have direct input of the relevant information needed to complete these processes. The system and its process is designed for its current functions, but due to the flexibility of the information system, it allows for adaptability so that new functions and processes can be added (Gebauer & Schober, p.8).

TechOne was launched in 2014 with only the Operational units on board, as of today, the entire Bank is now using the software. Presently, the Bank employed over 200 employees and the research will be only reviewing the Operational units, which involves: Accounts & Budget Department, Payment Services & Exchange Control Approvals Department, Administration Department and Human Resource Department.

The purpose of this study is to review the system quality, employee satisfaction and employee benefits of TechOne. The purpose of an information system is to turn raw data into useful information that can be used for decision making within an organization. As it relates to system quality, the key focus will be on the ability of the system to respond to high performance, computation and functionality of the system commands. Secondly, the system will look at the employee's satisfaction through the interaction and responds employees receives when competing specific processes. Lastly, the employee will be benefit from this system in areas such as time efficiency, interactive portals which share internal information, ad hoc reporting and reconciliations, and full automation of processes.

The Central Bank Management and TechOne Team and future users of the program will benefit from the analytical data provided through live study and also utilizing the program at its full capacity. This also allows future users to make amendments or adjustments to some functions to achieve greater adaptability for their specific processes within the organization.

## Literature Review

TechnologyOne is an enterprise software as a service ( SaaS) The use of prior research will be used to understand and accurately analyse TechnologyOne at Central Bank of Belize. The main factors discussed by Delone and McLean( 1992) information system ( IS) success model are: "System Quality," "Information Quality," "Use,"User Satisfaction," "Individual Impact," and "Organizational Impact."Delone and Mclean ( 2003) revisited their initial measure of success model of IS in which they wanted to ensure that the IS will provide information output. Mason ( 1978) reformed these concepts that Delone and Mclean (1922) as well as Shannon and Weaver ( 1949) concluded that IS changes on user behavior. Due to these criticisms, Delone and Mclean provided six main and distinct aspects of information system success. After thorough research

and criticism they updated their aspects of success model to " system quality," " information quality," " Use," " User Satisfaction" " Service quality," and " Net Benefits."

DeLone and McLean ( 1922) developed the models with reference to the communication system. They stated that IS can be believed to flow an organization. With reference to Shannon and Weaver ( 1949) noted and cristiced that information is based on the individual. With this, one can measure the research through a technical level, semantic level or its effectiveness level. Technical level refers to how well the system translates symbols to communicate the information. Semantic level interprets as well as explains the message that's being sent to the receiver so they can decode the information. Effectiveness refers to how well the receiver is affected and interpreted the message.

According to Mason ( 1978) there are five (5) stages to the process of communicating: the production of information, the product itself, recipient of information, the influence it has on the user, and the influence of information has on the performance of the system. The five stages proves how information is presented can effect a change in the user.( Rai et al, 2002)

DeLone and McLean's research was reenforced through testing done in different models proved to have a relationship. Roldan and Lean( 2003)tested and found that DeLone and McLean success model dimensions have a relationship to the information system. It was proved as well by Jennox and Olfan ( 2003) supported the models that measure the success model of the information systems used at KMS but with limitations; for instance, research by Jennox and Olfman ( 2003) it does not include the Service quality dimension.

DeLone and McLean's made valuable findings in understanding information system success. Grover et al ( 1996) the understanding as well as exposure to IS success is heavily due to DeLone and McLean's success model. Their approach to IS helps identifying different organizational levels in the when evaluating the IS. ( Grover et al, 1996; Seddon, 1997).

Although many support in the success model and the relationship developed by DeLone and McLean, not all information systems use the same or measure the success. For instance, IS have different structures and process. It isn't something that goes across the board. As Jennox and Olfman ( 2003) as well Seddon ( 1997) and Garrity and Sanders ( 1998) is the lack of service quality among the variables. Due to internet based applications, DeLone and McLean added service quality as a model which became essential in e-commerce and a breaking point for customer service.

Due to the world ever changing as well as IS being different, DeLone and McLean created a universal success model after ten years of its initial release. This included Net Benefits as well as System quality as it was something heavily criticised by researchers. The internet world is advancing and as well as putting the importance IS has. With the updated model, it can be analyzed and understood. Without the upgraded models, IS would not be an accurate success model. ( DeLone and McLean, 2004)

Recently, Urbach and Muller ( 2011) tested the current IS success research by ensuring and clarriflying recent empirical articles in regard to the theoretical foundation. This research suggested and proved how different types of IS have different impacts on users based on the evaluations they gave through surveys. DeLone and McLean studies is the most successful research done in IS and can evaluate different and specific types of IS.

## Methodology

TechnologyOne is accessible to all those who are employed in the Central Bank of Belize (CBB). Managers use TechnologyOne to make crucial decisions within the Central Bank of Belize. The study was done to review the system's quality, employee satisfaction and employee benefits of TechnologyOne.

Based on quantitative method, researchers developed a questionnaire to collect data to analyze.

This study focused on the level of efficiency from the employees use of TechnologyOne where managers have the information they need to identify Central Bank of Belize's strengths and weaknesses by using the

six dimensions of the information system success model, with addition to a seventh and eighth dimension, as seen in figure 1 below:

The hypothesized relationship between TechnologyOne system success variables are based on the theoretical and empirical work reported by DeLone and McLean (2003). As they suggest, the success model needs further development and validation before it could serve as a basis for the selection of appropriate IS measures. Accordingly, the study hypothesized the following ten hypotheses tested:

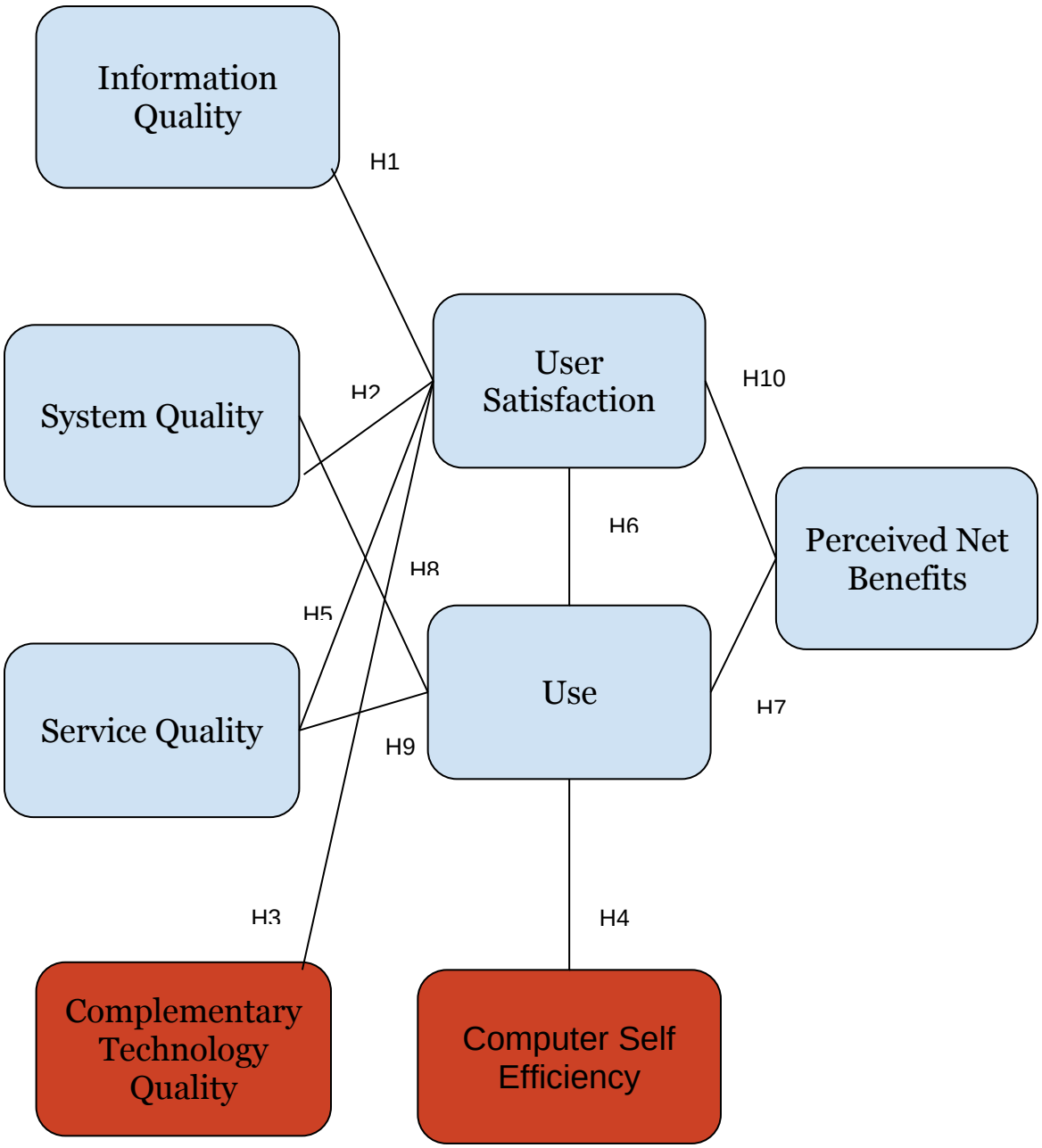


Figure 1. Modified Research Model for

H1. Information quality will positively impact user satisfaction.

H2. System quality will positively impact user satisfaction.

H3. Complementary technology quality will positively impact user satisfaction.

H4. Computer self-efficacy measure will positively impact use.

H5. Service quality will positively impact user satisfaction.

H6. User satisfaction will positively impact use.

H7.Use will positively impact perceived net benefit.

H8. Use will positively impact system quality.

H9. Use will positively impact service quality.

H10. User satisfaction will positively impact perceived Net Benefits.

## Description of Participants

The study was carried out at the Central Bank of Belize. The participants were employees from one of the four departments at the bank.

## Instrument

The questionnaire (See Appendix) was in the Likert fashion, on a seven-point scale instead of yes and no. The questions which were weighed on a scale (1) Disagree and (7) Agree and had nine sub-topics and each sub-topic had more than three questions for the participants to answer. The nine (9) sections were: background information, information quality, system quality, complementary technology quality, computer self- efficacy measure, service quality, user satisfaction, use and perceived net benefits.

## Population and Sample Size

A target was only for 30 Central Bankers of an estimated 200 employee was given a questionnaire containing nine (9)sections with questions relevant to the hypothesis. A good maximum sample size is usually 10%. However, for this research, more than 10% sample size was used. In this sampling of Belizeans, the estimated response of all 25 participants was anticipated. The sample size of 25 is an important feature of this empirical study in which the goal is to make inferences about the Belizean population. A stratified random sampling of workers from the Central Bank of Belize will be participating in this study. This technique was chosen to provide an optimum outcome based on the type of sampling.

## Sampling and Data Collection

Random Sampling was used to issued and collect data from the staff. Questionnaires were given to staff members and requested a deadline for completion. Interview questions were sent via email to the Manager of Information System. Only 30 employees participate in the survey which represent 48% of staff in the four Department that the research is being conducted at. The sample size was selected based on the intimate everyday users. User who data entry, run reports, and post to the Bank general ledgers. They are 10 male and 52 female which represent a total count of 62 employees across the four units mentioned. The participants sent an email to the Management of Central Bank of Belize and was given the green light to conduct the survey. Two group members who are also employees of the Bank were task to handout the surveys. A total of thirty(30) questionnaires were issued in which six(6) out of the thirty were not given back. Below in Table 1 is the Background information retrieved from the participants.

**Table 1. Background of the Sample Size**

| Characteristics | Number | Average in Percent |
|---|---|---|
| **Gender** | | |
| **Female** | **21** | **87.50%** |
| **Male** | **3** | **12.50%** |
| **Total** | **24** | **100%** |
| **Age** | | |
| **Less Than 25** | **5** | **20.83%** |
| **From 25 to 35** | **9** | **37.50%** |
| **Over 35 to 45** | **8** | **33.33%** |
| **Over 45 to 55** | **2** | **8.33%** |
| **Older than 55** | **0** | **0.00%** |
| **Total** | **24** | **100.00%** |
| **Work Experience** | | |
| **<5** | **6** | **26.09%** |
| **5-10** | **1** | **4.35%** |
| **11-15 years** | **8** | **34.78%** |
| **>15 years** | **8** | **34.78%** |
| **Total** | **23** | **100.00%** |

## Data Analysis and Results

The purpose of the research was to determine the importance of TechnologyOne to its system quality, employee satisfaction and employee benefits used by the Operational Unit at Central Bank. The data received from the survey will be weighted in Microsoft Excel. In Excel, each question will be weighted for a percentage result using histograms. This research has addressed the concern of measuring the success of TechnologyOne use by the Central Bank of Belize. For this purpose, Technology success measurement model was developed based on DeLone and McLean (2003) updated IS success model, which captures the multidimensional nature of TechnologyOne success. The results show that information quality, system quality, service quality, use, user satisfaction, and perceived net benefits are valid measures of TechnologyOne success. The hypothesized relationships between the six success variables were significantly supported.

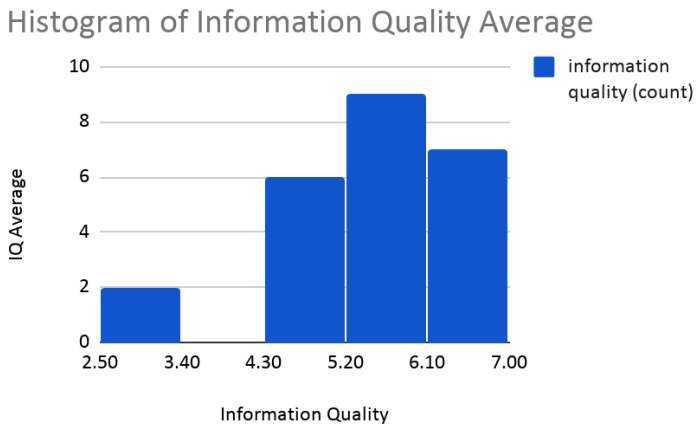


Figure 1

The Histogram above (Figure 1) is a presentation of the employees response to the Information Quality of TechnologyOne. The response range from 2.5 to 7 with the majority clustered between 4.3 and 7.0 which can be classified as a positive response. It can be concluded that the employees agrees that the information quality provided by TechOne is generally satisfactory.

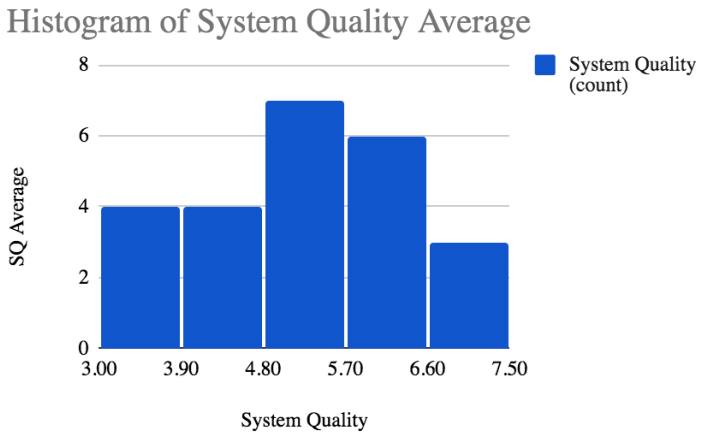


Figure 2

The Histogram above (Figure 2) is a presentation of the employees response to the System Quality of TechnologyOne. The response range from 3.0 to 7.5 with the majority between 4.8 to 5.7 which can be classified as a positive response. It can be concluded that the employees agrees that the system quality provided by TechOne is generally satisfactory.

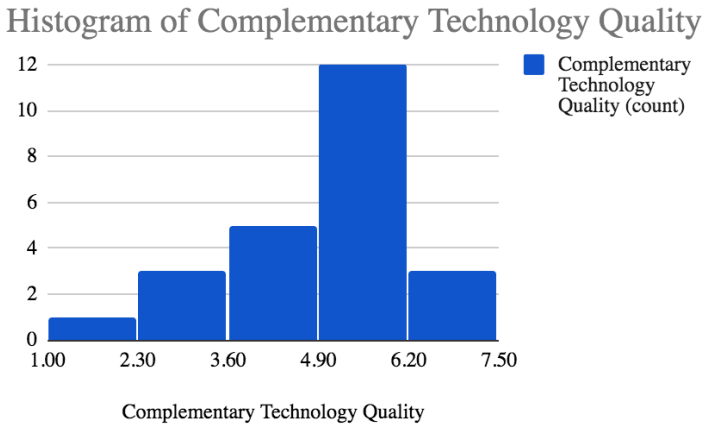


Figure 3

The Histogram above (Figure 3) is a presentation of the employees response to the Complementary Technology Quality of TechnologyOne. The response range from 1.0 to 7.5 with the majority being between 4.9 and 6.2 which can be classified as a positive response. It can be concluded that the employees agrees that the complementary technology quality provided by TechOne is generally satisfactory.

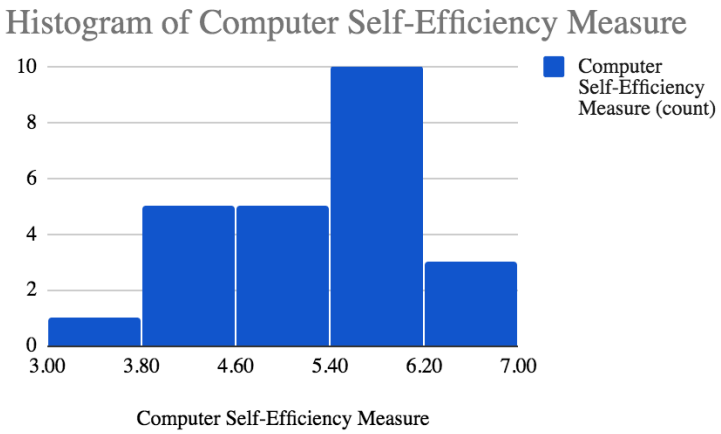


Figure 4

The Histogram above (Figure 4) is a presentation of the employees response to the Computer Self-Efficiency Measure of TechnologyOne. The response range from 3.0 to 7.0 with the majority clustered between 3.8 and 6.2 which can be classified as a positive response. It can be concluded that the employees agrees that the Computer Self-Efficiency Measure provided by TechOne is generally satisfactory.

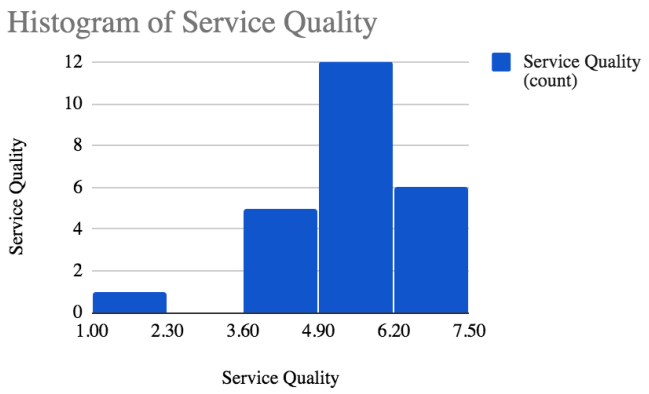


Figure 5

The Histogram above (Figure 5) is a presentation of the employees response to the Service Quality of TechnologyOne. The response range from 1.0 to 7.5 with the majority clustered between 3.6 and 7.5 which can be classified as a positive response. It can be concluded that the employees agrees that the Service Quality provided by TechOne is generally satisfactory.

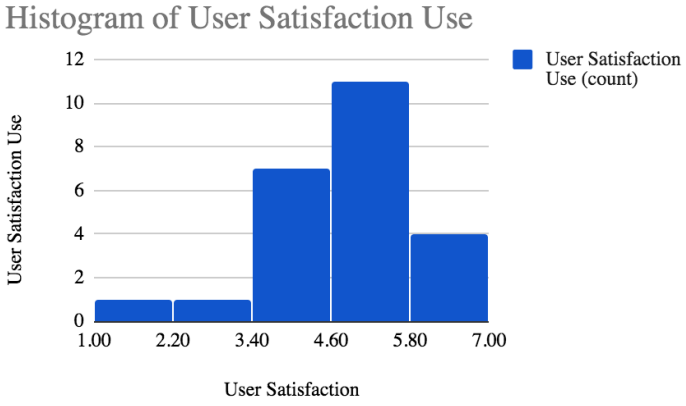


Figure 6

The Histogram above (Figure 6) is a presentation of the employees response to the User Satisfaction Use of TechnologyOne. The response range from 1.0 to 7.0 with the majority clustered between 3.4 and 7.0 which can be classified as a positive response. It can be concluded that the employees agrees that the User Satisfaction Use provided by TechOne is generally satisfactory.

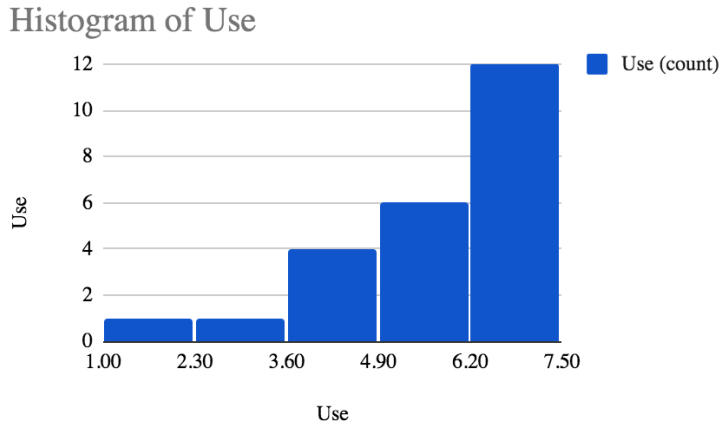


Figure 7

The Histogram above (Figure 7) is a presentation of the employees response to the Use of TechnologyOne. The response range from 1.0 to 7.5 with the majority clustered between 3.6 and 7.5 which can be classified as a positive response. It can be concluded that the employees agrees that the Use of TechOne is very satisfactory.

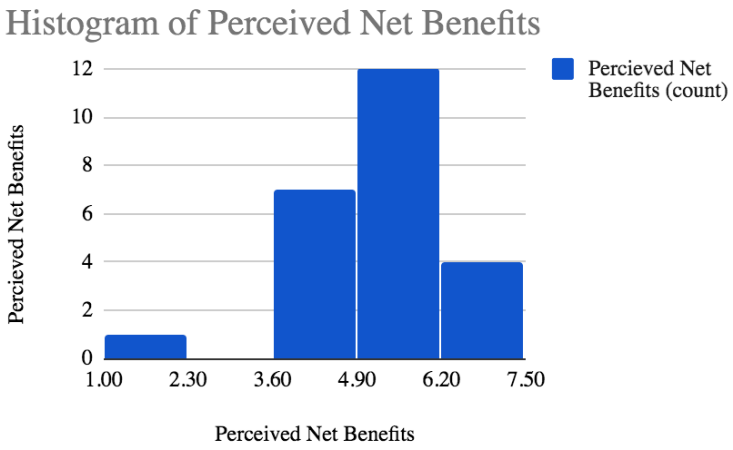


Figure 8

The Histogram above (Figure 8) is a presentation of the employees response to the Perceived Net Benefits of TechnologyOne. The response range from 1.0 to 7.5 with the majority clustered between 3.6 and 7.5 which can be classified as a positive response. It can be concluded that the employees agrees that the Perceived Net Benefits provided by TechOne is generally satisfactory.

## Conclusion

The evidence regarding the introduction, implementation and continual usage of the TechOne computer system at the Central Bank of Belize, has shown that it is widely acceptable in its present form with its inherent weaknesses. The majority of users find it user friendly in applying the features applicable to the information that it processes. The work gets done on a timely basis. The negative responses (22%) to the usage and applicability of its features is more than the numbers of participants (19%) who chooses not to respond to the questionnaire. A high percentage of the interviewees choose to be neutral regarding some of the questions collectively. That is not to say that they were not exposed to TechOne. There could be several reasons for their non-involvement in responding directly to some of the questions. In respect to users of the system it is noted that of the 201 responses (71%) often uses the TechOne system. Only (12%)

never got to use the system and (16%) were non-committed to the question. The survey shows that some staff are either lagging behind in technology or that they are not fully utilized and their interest level are below par. Management needs to get all staff on board to be competent and technology driven towards productivity efficiency.

Over all the TechOne Computer system used in the Central Bank of Belize was a good financial investment for the Bank and its staff.

## Recommendation

As one reflects back on the TechOne Computer System used at the Central Bank of Belize it is obvious to note a few areas of weakness in the system in respect to staff usage. The management would do well to consider the following recommendations:

1) Train all staff to use TechOne who needs to use a computer program to get their work done.
2) As upgrades become available ensure that staff avails themselves of the upgrades.

## Limitations

The group was informed of the report at the beginning of the semester which starts from August to November (3 months) to be completed. The only limitations for us not to complete the report will be that other group members are not working closely together, surveys are not hand back on time, and adjustment and recommendations from the lecture for us to complete in December. Another limitation was that not all papers were given back from the set amount needed to conduct this research. At the beginning the bank was hesitant to provide access to conduct such research so the approval took about two to three weeks behind schedule. The research had a few limitations, it was limited in that using a purposive sampling of one organization, namely Central Bank of Belize for the data collection. A random sample from a pool of other companies or organizations using this IS would have increased the generalizability of the results as well as using all the departments from Central Bank of Belize not just one small group. With regard to inviting employees to participate in the survey, the participating Bank was instructed to choose a sample that was representative of the Operational Unit within the Bank. However, by leaving the survey to the employees in the Operational Unit , there was limited control over the sampling process. Despite these limitations, the present study provides valuable insights into the study of TechnologyOne success. In brief, this study provides a structure for understanding TechnologyOne's success and explored the impact of both TechOne quality on employee satisfaction, TechOne use and perceived net benefit. The detailed framework we built from theory and empirical research provides a foundation for future research.

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# Appendix 1

## Purpose

This research is required for the CMPS3012 MIS course at University of Belize University. This questionnaire asks for information about yourself and how often you use the TechnologyOne. The data gathered will be analyzed to determine the success of TechnologyOne at the Central Bank of Belize.

Please answer each question based on your use of TechnologyOne. Your individual responses to the questionnaire will be strictly confidential and used solely for this research.

## 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: | <25 25-35 36-45 46-55 >55 |
| Please indicate years of services: | <5 5-10 11-15 >15 |
| | |

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

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

| **4. Complementary Technology Quality** | **Disagree ---------- Agree** |
|---|---|
| CTQ1: The software on the device (desktop, laptop) use to access TechnologyOne is adequate | 1 2 3 4 5 6 7 |
| CTQ2: The device hardware (desktop, laptop) use to access Technology One is adequate | 1 2 3 4 5 6 7 |
| CTQ3: The speed of the Internet connection used to access the Technology One is adequate. | 1 2 3 4 5 6 7 |
| CTQ2: The reliability of the Internet connection used to access the Technology One is adequate. | 1 2 3 4 5 6 7 |
| **5)Computer Self-Efficacy Measure** | |
| I COULD COMPLETE THE JOB USING THE INFORMATION SYSTEM... | |
| CSE-1 .... if there was no one around to tell me what to do as I go. | 1 2 3 4 5 6 7 |
| CSE-2 .... if I had never used an information system like it before. | 1 2 3 4 5 6 7 |
| CSE-3 .... if I had only the information system manuals for referenc | 1 2 3 4 5 6 7 |
| CSE-4 .... if I had seen someone else using the information syste before trying it myself. | 1 2 3 4 5 6 7 |
| CSE-5 .... if I could call someone for help if I got stuck. | 1 2 3 4 5 6 7 |
| CSE-6 .... if someone else had helped me get started. | 1 2 3 4 5 6 7 |
| CSE-7 .... if l had a lot of time to complete the job for which t information system was provided. | 1 2 3 4 5 6 7 |

| | |
|---|---|
| CSE-8 .... if I had just the built-in help facility for assistance. | 1 2 3 4 5 6 7 |
| CSE-9 .... if someone showed me how to do it first. | 1 2 3 4 5 6 7 |
| CSE-IO.... if I had used similar information systems before this one do the same job. | 1 2 3 4 5 6 7 |
| **6. Service Quality** | **Disagree ---------- Agree** |
| SV1: The support staff keep the TechnologyOne system software up date | 1 2 3 4 5 6 7 |
| SV2: When users have a problem the TechnologyOne system suppo staff show a sincere interest in solving it | 1 2 3 4 5 6 7 |
| SV3: The TechnologyOne system support staff respond promp when users have a problem | 1 2 3 4 5 6 7 |
| SV4: The TechnologyOne system support staff tell users exactly wh services will be performed | 1 2 3 4 5 6 7 |
| **7. User Satisfaction** | **Disagree ---------- Agree** |
| US1: Most of the users have a positive attitude of TechnologyOne. the Moodle system function. | 1 2 3 4 5 6 7 |
| US2: You think that the utility of the TechnologyOne system is high | 1 2 3 4 5 6 7 |
| US3: The TechnologyOne system has met your expectations. | 1 2 3 4 5 6 7 |

| | |
|---|---|
| US4: You are satisfied with the TechnologyOne system. | 1 2 3 4 5 6 7 |
| **8. Use** | **Never ----------Oft** |
| U1: Your frequency of use of the TechnologyOne system is high. | 1 2 3 4 5 6 7 |
| U2: You depend upon the TechnologyOne system. | 1 2 3 4 5 6 7 |
| U3: You were able to complete a task using TechnologyOne even when there was no one around to tell you what to do. | 1 2 3 4 5 6 7 |
| U4: You have the knowledge necessary to use the TechnologyOne system. | 1 2 3 4 5 6 7 |
| **9. Perceived Net Benefits** | **Never ----------Oft** |
| NB1: The TechnologyOne system helps you improve your daily performance | 1 2 3 4 5 6 7 |
| NB2: The TechnologyOne system helps the Bank save costs | 1 2 3 4 5 6 7 |
| NB3: The TechnologyOne system helps you achieve your goals | 1 2 3 4 5 6 7 |
| NB4: Using the TechnologyOne system improves enquiry and report | 1 2 3 4 5 6 7 |
| NB5: Using the TechnologyOne system at work increases your productivity | 1 2 3 4 5 6 7 |
| NB6: Overall, using TechnologyOne enhances employee performance | 1 2 3 4 5 6 7 |

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

## Appendix 2. Management Questions

A management information system is an information system used for decision-making, and for the coordination, control, analysis, and visualization of information in an organization. The study of management information systems examines people, processes and technology in an organizational context.

1. How many systems does the Central Bank used to operate its business?
2. Do these systems work together or do they have different roles and responsibilities?
3. Of all the system, we would like to know more about TechnologyOne (TechOne). What is TechOne?
4. How many employees are using TechOne?
5. When the Central Bank choose TechOne, was in line with the Banks goals and objectives? Was it part of the strategic Map?
6. At presently, how is TechOne working? Rate it, (1-10) ten being the highest.
7. How do the employees and supplier feel about TechOne?
8. Was it a tough decision making when the Bank decided to pick TechOne as the centralized system for this new avenue?
9. What competitive advantage TechOne have over other Financial Software viewed?
10. What is the survival life of TechOne and how long will the Bank need to upgrade and or add new amenities to TechOne?