MASTER THESIS

THE USE OF INTRANET IN INDONESIAN GOVERNMENT AGENCIES: THE CULTURAL VALIDITY OF THE UNIFIED THEORY OF ACCEPTANCE AND USE OF TECHNOOGY

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Abstract

Advanced integration of communication and information system changed intranet into a system that enable workers to perform task in any possible time and venue. This development increases the use of the intranet in Indonesia, especially by government agencies. Utilization of intranet as an online workspace is for employee services, communication and socialization, working tools, knowledge sharing and collaboration facility. In the present study, intranet utilization measurement is done by using the context-based UTAUT model because most of existing technology acceptance and use theories was developed in Western cultures, thus, culture and structure of the organization were added to the model to be more precise. Survey on 533 employees of a government institution at the ministerial level in Indonesia was conducted to test the model with structural equation modeling and PLS technique. The result shows that *performance expectancy* is the strongest factor influencing *intention to use,* followed by *effort expectancy* and *social influence*. *Culture* and *organizational structures* are correlated to *intention to use*. The relation of *culture* and *organizational structures* as determinant on *intention to use* is insignificant, but as moderating variables both are increasing the influence of *performance expectancy* and *social influence* on *intention to use*.

Keywords: Intranet, Culture, Indonesia, Unified Theory of Acceptance and Use of Technology

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1. Introduction

Intranet emerged in the early nineties as one of the internet based systems of internal business applications used by many organizations including government agencies (Leung, 2001). Martini, Corso, & Pellegrini (2009) define intranet as a web-based technology presented by an organization to support daily business processes. Organizations keep adding features and modules to intranet to fit the requirements of their business processes. Supported by the available technologies, intranet integrates other organization's information and communication systems.

The integration has brought intranet into the stage that Martini, Corso, & Pellegrini (2009) mentioned as *The Advanced Stage* in their four fundamental phases of intranet evolution. In this stage intranet reaches an immense support of all dimensions and is becoming an online workspace. Online workspace refers to an information system for organization's internal management which supports mobile and remote work environment by enabling online team collaboration, communication, knowledge management, access to internal services and working tools (Martini, Corso, & Pellegrini, 2009; Benölken, Wewior, & Lang, 2010).

There are not many studies about intranet utilization as an online workspace as proposed by Martini, Corso, & Pellegrini (2009). The existing studies about intranet utilization discuss about the influencing factors of intranet utilization such as product quality metrics (Leung, 2001), technical support, web experience, task independence, and perceived ease of use (Lee & Kim, 2009), as well as intranet (system) quality, perceived usefulness, and social influence (Barnes & Vidgen, 2012) and effects of intranet utilization in organization, such as improvement in corporate and employee performance in terms of communication that support coordination and collaboration (Lai, 2001) and managing knowledge in government agency (Skok & Kalmanovitch, 2005). On the other hand, technological development and complexity of organization needs have made the utilization of intranet increases including in public organization.

The organization needs, such as public demand of excellent services and transparency in governance processes has encouraged the rise of intranet utilization in public organizations such as government agencies. They pose a special interest with respect to

intranet utilization as an online workspace in those organizations. The interesting discussion is not only about the development of intranet as a technology but also on adoption (user acceptance), implementation (utilization) and evaluation (impact of intranet utilization). These discussions related to human behavior since the most common problems encountered in organizations on technology utilization are end user acceptance and organizational political issues rather than technical issues (Martini, Corso, & Pellegrini, 2009).

The present study examines the utilization of intranet technology in government agencies on individual level. The Unified Theory of Acceptance and Use of Technology, also known as UTAUT model is used to evaluate users' behavior on intranet usage. UTAUT model (Venkatesh, Morris, Davis, & Davis, 2003) is one of the widely used models to explore technology acceptance and use was developed in Western culture and been validated in only few Eastern culture, for instance Taiwan (Yu, Yu, & Pei, 2007), China (Venkatesh & Zhang, 2013), Korea (Il, Seongtae, & Myung, 2011) and Turkey (Gogus, Nistor, & Lerche, 2012). In addition to technology use and culture study, the interaction between technology and cultures is different from one culture to another as every country has its own unique culture (Veiga, Floyd, & Dechant, 2001). This study extends the validity of UTAUT in Indonesian culture. Due to special national cultural diversity, economical, religion, and political features, Indonesia appears to be interesting context for cultural validity on technology acceptance study. In contrast to Western cultures where UTAUT model was developed, Indonesian culture has higher index in power distance, collectivism, and lower index on uncertainty avoidance (Hofstede, Hofstede, & Minkov, 2010).

Most of the previous studies of technology acceptance and technology use were conducted in countries with an advanced technological infrastructure, involved young technology literate participants and were carried out in private organization, hence the findings may differ from the public organization in a developing country like Indonesia as proposed in this study. In particular, the increasing utilization of intranet in Indonesian government agencies calls for contextual validation of technology use theories and models.

Thus, the research questions of the study are **"What is the current use of intranet in public organization in Indonesia? To what extent is culture and organizational structures influencing the current user intention to use intranet? What are the impacts**

of intranet usage in terms of efficiency, effectiveness, and innovativeness in the perception of organization members?"

Hofstede's national culture dimensions (i.e. power distance index, uncertainty avoidance index, individualism versus collectivism, and masculinity versus femininity) are taken into account to enhance the original UTAUT model in order to measure the cultural validity of UTAUT. Organizational structures (i.e. complexity, centralization and formalization) also added to complete the contextual model. Culture and organizational constructs are used to explore factors that appear to influence the intention of intranet use (behavioral intention) in the particular type of organization. As proposed by the original model, intention to use plays role as a predictor of actual use (use behavior).

Finally, this study proposed that actual use is the predictor of the perceived values of intranet use as the impact of the usage itself. The study presents perceived values as the impact of intranet use and posits impact-value of communication technology framework (Hammer & Mangurian, 1987) as basis measurement, which emphasizes the value (efficiency, effectiveness, and innovation) in terms of time, geography, and relationship of intranet use to organization's members.

1.1. Scientific Values

The study aimed to examine the validity of UTAUT in Indonesian culture by measuring the influence of existing culture on technology acceptance and use in a public organization. In particular, this study expected to provide a theoretical context-based model that would fit to explore the intranet acceptance and use cases in Indonesian government agencies. Furthermore, the results are expected to present an Eastern culture technology implementation model, which suits the Eastern cultural dimensions that are generally considered different from the Western cultures where most of technology acceptance theories were developed.

1.2. Societal Values

Based on findings about factors that influence technology acceptance and use as well as perceived values of intranet use the present study is used to detect areas with room for improvement and difficulties to overcome within the organization in regards to intranet

acceptance and use. General recommendations, which relevant to be applied in other Indonesian public organization in order to measure the intranet implementation by exploring its use and its impact on employees, are presented.

The following section gives the literature review based on previous studies, reviewing what is known about intranet with special focus on the concept of online workspace and intranet in public organizations as well as the influence of culture and organizational structure on technology acceptance and use area then explicates the developed model contribute to understanding this study. The research methodology along with the questionnaire are also discussed. Statistical analysis and data interpretation are presented followed by conclusion, implications and limitations of the study.

2. Literature Review

The literature review encompasses major concepts that are relevant for this study. The concept of intranet as online workspace is discussed in the beginning followed by a discussion on theories and model that are used in this study. The Unified Theory of Acceptance and Use of Technology (UTAUT) used to explore the antecedents of online workspace use. The influence of culture and organizational structure to behavioral intention, as mentioned in UTAUT, along with previous studies also discussed. Following is the Value-Impact Framework (Hammer & Mangurian, 1987) that used to explore the perceived values of intranet usage. Finally, a Context-based UTAUT model presented at the end of this section.

2.1. Intranet as Online Workspace

Intranet is a web based enterprise service that can be accessed from any types of computer or workstation and accessible to any organizational members through standard browser. Intranet as a term used to describe "the use of internet technologies internally within an organization rather than externally to connect the global internet" (Masrek, Karim, & Hussein, 2007, p. 213). It linked to organization's proprietary system that allows employee to stay in touch with the organization anywhere in the world, downloading information, filing and submitting report as the task can be done from any possible place.

Intranet is an important system for today's competition of organization that relies most on the information and communication technology. Intranet supports acquisition, organization, storage, retention, distribution, presentation of information also to assists in making the right connection between individuals and groups within organization through communication (Skok & Kalmanovitch, 2005). New features and applications added to the intranet. It keeps organization members in touch with each other, know what is going around the organization, quickly and easily get information they need, share idea and work on collaborative project (Daft, Murphy, & Willmott, 2010).

The advanced integration of intranet and other organization's information systems emerges a new working environment that offers a full online operational support for employees. This integration has brought intranet into the stage that Martini, Corso, & Pellegrini (2009) mentioned as "The Advanced Stage" in their four fundamental phases of

intranet evolution. In this stage intranet reaches an immense support of all dimension and becoming a virtual workspace. Virtual workspace defined as "an integrated working space where employees can find what they need to work, to learn, to know and to interact with others" (Martini, Corso, & Pellegrini, 2009, p. 296).

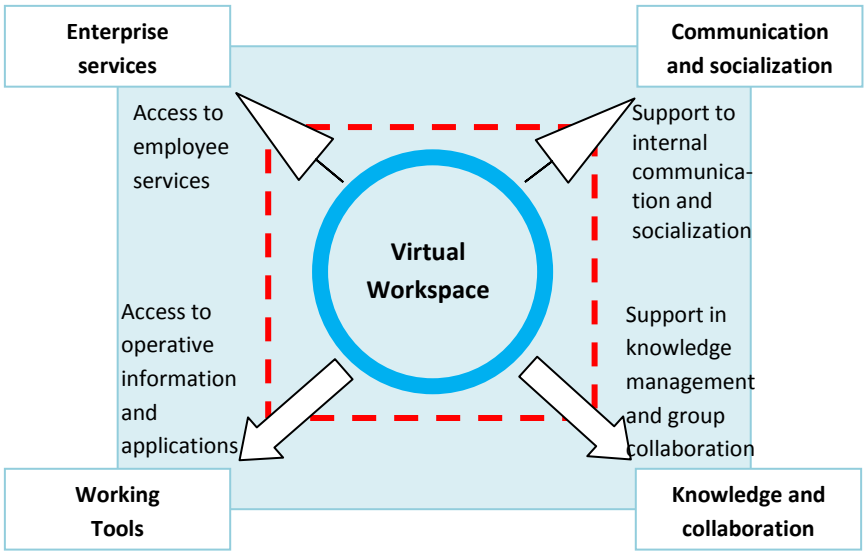


Figure 1. The virtual workspace, adapted from "Intranet Evolution" (Martini, Corso, & Pellegrini, 2009)

According to Corso et al. (2008) as cited in Corso, Martini and Gastaldi (2013, p. 547):

> The virtual workspace as enabling platforms for connection and processes; a set of organizational and technical approaches steered to enable new organization models, based on open involvement, emergent collaboration, knowledge sharing, internal/external social network development and exploitation.

However, the idea of working without fully reliance on physical office in the literature refers to several names, including virtual office, virtual workplace and virtual workspace. However, to minimize terminological bias from the term 'virtual' this study uses 'online workspace' rather than 'virtual workspace'.

Online workspace becomes an important for modern organization since it supports the team collaboration that is locations or departmentally dispersed. The rise of mobile devices, faster network access, and the enormous online collaboration tools support employees to be productive in any kind of venue by using the online workspace (McAfee, 2011). In online workspace, "employees operate remotely from each other and from the managers" (Cascio, 2000, p. 81). Davenport and Pearlson (1998) suggest that online workspace encompasses any variety of "mobile and remote work environments" (p.53). Employees have flexibility to

work wherever they consider it makes sense (Hill, Ferris, & Martinson, 2003; Benölken, Wewior, & Lang, 2010), especially those with high mobility, for instance, the employee who has responsibility both in the head office and branch offices. In the online workspace, employees are given portable means and authority to access organizational data and online forms to perform the task in wherever it is possible.

The tasks that suit the most for online workspace are tasks that "service and knowledge oriented, dynamic, and evolve according to customer requirements" (Cascio, 2000, p. 83). These kinds of tasks are now available in every growing organization, including public organization. Driven by public demand on service excellent, in this era of information government agencies has shift into the knowledge-intensive organizations; "an organization where knowledge is a crucial production factors and knowledge-workers are in the production process" (Bouwmann, Hooff, Wijngaert, & Dijk, 2005, p. 124).

Implementation of online workspace does not mean that the organization has to eliminate its physical office entirely (Davenport & Pearlson, 1998). The use of both physical and online office will bring the benefits which are reducing cost, increasing workers' performance, employees' satisfaction and motivation, and improving customer service (Hill, Ferris, & Märtinson 2003; Cascio, 2000; McAfee, 2011). Although the online workspace requires massive investment in ICT infrastructure and human resources, organizations still develop it in order to survive in the rapid growing technology competition.

In short, intranet as online workspace refers to an internet-based system, which supports connection and exchanges of information within organization. It promotes the organization's internal management to be more flexible, accessible and transparent (Bouwmann, Hooff, Wijngaert, & Dijk, 2005). Advanced integration has changed intranet into online workspace that designed to support employees to be available for their job wherever it is possible and reducing employees' reliance on the physical resources such as workspaces, documents and records, or even the physical presence of their colleagues in performing tasks. The intranet advanced development is highly influenced by the organizational internal and external conditions (Martini, Corso, & Pellegrini, 2009).

2.2. The Use of Intranet as Online Workspace in Public Organization

The internal state of an organization largely depends on what sector the organization is operating. Sectoral consideration is an important issue on the relationship between organization structure and ICT use (Currie, 1996). The main reason of this consideration is external influence such as legislation and ideology, economic conditions, nature of competition and type of business of public organization is different from private organization. Public organization often seen as a slower adopter in information technology and left behind compared to private sectors. On the other hand, in terms of penetration of information products to be handled public organizations have more pressure than private organization (Welch & Pandey, 2006).

The use of intranet for internal management is the first phase of ICTs implementation by public organization. It began in 1980s when large scale standardized information systems were designed as the automation of public administration. During the early of 21st century, many governments stated that government will save operational cost and will improve the quality of public services as the government internal structure and process turn to be more organized with the adoption of an information system such as intranet. Intranet is an enabling technology which mean it enables organizations to do something that previously they cannot do or improving the process as well as the result. Intranet also enables integration of work process of government agencies and departments followed by data and information sharing between those institutions (Gatautis, 2008).

In the early years of 2000s intranet starts to connect and integrate all related internal and external services in government agencies (Bouwmann, Hooff, Wijngaert, & Dijk, 2005). In public organizations intranet is used to facilitate the decision-making process, boost the public policy making process and transform relation with their stakeholders, such as citizens, business, and other public organization as well as the relation of people within institution. In this phase, intranet has served as an online workspace in public sector. Intranet as an online workspace transformed the public sector radically. The transformations were not only to meet the growing public expectations and demands for governing civil society that represent efficiency and productivity but also the institution's attitude that is more transparent, democratic and accountably (Gatautis, 2008).

The transformation of intranet into an online workspace also has some barriers. Barriers of intranet transformation to online workspace in public organization are not technological issues but political and organizational issues (Martini, Corso, & Pellegrini, 2009). Moreover, the intention to use intranet is driven by the advantages of its usage in organization. The advantages of intranet are the connection and collaboration of employees within and between functions and divisions made possible by the use of intranet (Dewett & Jones, 2001). Other advantages of intranet in organization is it spanning the hierarchical layers by creating transparency, better interaction and coordination among employees because of the virtual nature of intranet. In conclusion, organizational differentiation, excessive use of regulations, both centralization and decentralization of authorization in tasks and decision-making process are influencing organization's member intention to use the intranet.

Public organization use intranet as an online workspace to support their activities in delivering services. Integration of several internal and external information systems on online workspace enables efficiency and better productivity as well as promotes public organizations as more transparent, democratic and accountable. As an organization's internal system, intranet usage is determined by demands of technologies in organizational processes and the opportunities that technologies offer to change or improve the process in organization (Van den Hooff, 1997 as cited in Bouwmann, Hooff, Wijngaert, & Dijk, 2005). On the other hand, how the user perceived the intranet also determined acceptance and usage of intranet in organization. One of the approaches to study about individual acceptance on particular technology is the Unified Theory of Acceptance and Use of Technology (UTAUT).

2.3. The Unified Theory of Acceptance and Use of Technology

In 2003, Venkatesh et al. reviewed and studied eight technology acceptance models resulting factors that influence users' behavioral intention. The eight models are Theory of Reasoned Action (TRA), Technology Acceptance Model (TAM), Motivational Model (MM), Theory of Planned Behavior (TPB), CTAM - TPB, Model of PC utilization (MPCU), Innovation Diffusion Theory (IDT), and Social Cognitive Theory (SCT). In the end, they suggest the Unified Theory of Acceptance and Use of Technology (UTAUT) model with four determinant factors of behavioral intention along with four moderate factors (i.e. age,

gender, experience and voluntariness of use) to predict the use behavior (Table 1). Despite all the existing limitations, the UTAUT model is an important concept because it integrated eight major theories and was tested on other previous studies and in a large real world data set.

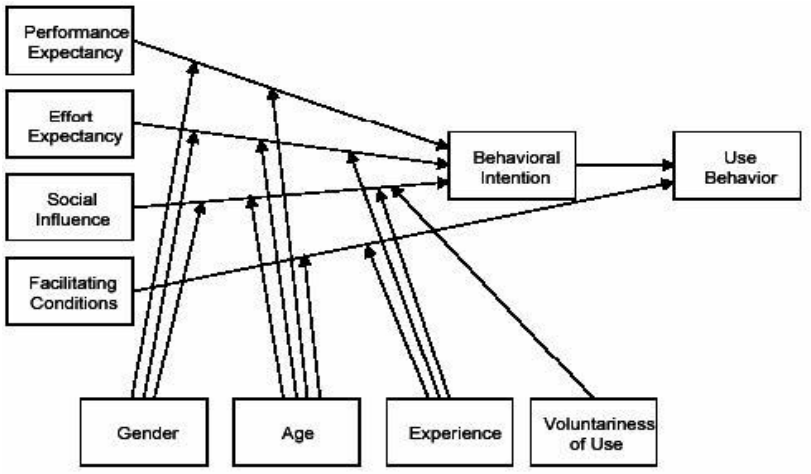


Figure 2. UTAUT Model (Venkatesh, Morris, Davis, & Davis, 2003, p. 447)

Performance expectancy refers to what extent an individual's beliefs that by using the system will benefit his job performance (Venkatesh, Morris, Davis, & Davis, 2003). Therefore, the performance expectancy is the user's perception that the capability of a system helps them in achieving their targeted value outcomes in terms of task-time efficiency and effectiveness (Chen, Lee, & Tong, 2008). The more the user beliefs that using the system will improve his performance, the more likely he is willing to use the system.

Besides the degree of performance improvement, another factor that argued to influence the intention of use is effort expectancy; the degree to which one believes that using the technology would be effortless or the degree of ease associated with the use of the system (Venkatesh, Morris, Davis, & Davis, 2003). Doll and Torkzadeh (1988) proposed that effort expectancy affecting the effective functioning of a system. Effort expectancy was constructed from "(1) the extent that one believes outcomes are controlled by self or others, (2) the extent to which one believes he has the skills and ability to control an outcome, and (3) the notion that peer success or failure pair with personal successes and failures" (Workman, 2014, p. 113). In conclusion, effort expectancy is a perceived effort that reflects a

general concept in which a user can manage the use of a given technology to achieve his goals without prior skill associated with the technology.

Facilitating condition is the degree of individual's beliefs in organizational and technical infrastructure will support the system use (Venkatesh, Morris, Davis, & Davis, 2003). It also based on the individual's work style and the use of the system in organization. The degree of the supporting facilitating condition affects the actual use of intranet.

Table 1. UTAUT Determinant Factors

UTAUT Constructs and Definition	Root Constructs and Definition	The Source of Integrated Model
Performance Expectancy "The degree to which an individual believes that using the system will help him or her to attain gains in job performance" (Venkatesh et al., 2003, p. 447).	**Perceived Usefulness** Perception of a person that using a particular system would improves his or her performance.	TAM/TAM2/C-TAM-TPB
	Extrinsic Motivation The perception that a person will want to perform an activity because it is perceived to be instrumental in achieving particular outcome.	MM
	Job Fit The extents of system capability to improve a person's job performance.	MPCU
	Relative Advantage The degree of perception of using an innovation as being better than its predecessor.	IDT
	Outcome Expectation The perceive consequences of a behavior.	SCT
Effort Expectancy "The degree of ease associated with the use of the system" (Venkatesh et al., 2003, p. 450).	**Perceived Ease of Use** The degree of a person's perception that is using a system would be free of effort.	TAM/TAM2
	Complexity The perceived difficulty of a system to be understand and used.	MPCU
	Ease of Use The degree of perception that is using an innovation is difficult.	IDT
Social Influence "The degree to which an individual perceives that important others believe he or she should use the new system" (Venkatesh et al., 2003, p. 451).	**Subjective Norm** Individual's perception that people who are important to him think he should or should not perform the behavior in question.	TRA, TAM2, TPB/DPTB, C-TAM/TPB
	Social Factor	MPCU

	The individual's internalization of the reference group subjective culture, and specific interpersonal agreements that the individual has made with others, in specific social situations. **Image** The degree of a person's perception that is using an innovation will enhance his image pr status in the social system.	IDT
Facilitating Condition "The degree to which an individual believes that an organization and technical infrastructure exist to support use of the system" (Venkatesh et al., 2003, p. 453).	**Perceived Behavioral Control** The perception of internal and external constrains on behavior and encompasses self-efficacy, resource and technology facilitating condition. **Facilitating Condition** Factors in the environment that perceived to make an act is easy to do, including the availability of computer support. **Compatibility** The perceive degree of innovation as being consistent with existing values, needs, and experiences of potential adopters.	TPB/DTPB, C-TAM/TPB MPCU IDT

UTAUT was developed from eight major technology acceptance theories. UTAUT presents a context free model which exploring the influencing factors of behavioral intention in technology use. Performance expectancy, effort expectancy, and social influence are influencing users' behavioral intention. Facilitating condition and behavioral intention are used to predicting the use behavior of particular technologies. The nature of UTAUT that is free of context makes a call in validating the applicability of UTAUT in predicting use behavior at the different cultural and organizational context as it was developed.

2.3.1. Cultural Validity in Technology Acceptance and Use

To study the cultural validity the present study extend UTAUT model by adding culture as one of the construct that influence intention to use intranet. Measurement of cultural validity refers to the effectiveness with which an assessment addresses the socio-cultural factors that influence individuals thinking and the way individuals making sense of particular items and respond to them. The main implications of cultural validity are that it addresses cultural diversity in an assessment and ensures that measurement items are equitably tested (Solano-Flores & Nelson-Barber, 2001).

Hofstede (2001) defines culture as "the collective programming of the mind that distinguishes the members of one group or category of people from other" (p. 9). In addition, culture in a group works in the same way as personality in individual, it determines the uniqueness of a group. There are differences between national culture and organizational culture. Lee (2003) as cited in Irawanto (2009) emphasized that organizations' culture is the micro level of the national culture. National cultural values are transmitted to the members of society through institution. These values affect the way information technology are adopted and used by individuals in organization (Rajapakse, 2011) and affect the impact of technology use in individual level (Veiga, Floyd, & Dechant, 2001). The national cultural difference is easier to investigate through national cultural dimensions as suggested by Hosftede. As mentioned before, most studies of ICT and culture relation are using Hofstede's dimensions as a means to assess national culture.

Four main national cultural dimensions proposed by Hofstede (1980; 2001) are Power Distance Index (PDI), Individualism versus Collectivism (IDV), Masculinity versus Femininity (MAS), and Uncertainty Avoidance (UAI) as summarized in Table 2.

Table 2. Hofstede's National Culture Dimensions Comparison

National Culture Dimension	Definition	National Culture Dimension Index	
		U.S.	Indonesia
Power Distance (PDI)	The degree of which the less powerful member of institutions and organizations within a country expect and accept that power is distributed unequally	40	78
Individualism and Collectivism (IDV)	How people view their needs and priorities; based on personal goals or based on communal goals.	91	14
Uncertainty Avoidance (UAI)	The degree people are comfortable with ambiguous or unknown situation.	46	48
Masculinity and Femininity (MAS)	Distribution of roles between genders.	62	46

Hofstede, Hofstede, & Minkov (2010) argue that PDI and UAI are most relating with the organization, while MAS and IDV correlating with the people of the organization. The IBM research shows that values about the desirability of centralization (PDI) and formalization (UAI) affect the implicit models of organization in people's mind and to what extent these models differ from one country to another.

High power distance countries tend to be more authoritarian and communicate in a way to limit interaction and reinforce the differences between people. Indonesia is a high index (78) PDI country, which means that the superiors and subordinates consider each other unequal and subordinates have big dependency to their superiors. This resulted in the subordinates always expected to receive an order about what to do and become less innovative. In high PDI culture, the organization members have big reliance to their superiors and formal rules, fostering hierarchical layers and formalization in an organization (Hofstede, Hofstede, & Minkov, 2010). Hierarchical organization centralized the power in some people, usually the management. This power centralization reinforces the decision to whole organization. Sriwindono and Yahya (2012) found that in Indonesian culture the level of PDI index has relationship with effort expectancy and social influence factor of UTAUT model.

PDI and IDV dimensions tend to negatively correlated. Indonesia has low index of IDV (14) which make it a collectivist country. Collectivism is a society in which one has a strong integrated and cohesive group, this culture stresses interdependent activities and suppressing individual aims for the group's welfare. In collectivism culture, an employee is "a person who belongs to an in-group" (Hofstede, Hofstede, & Minkov, 2010, p. 119). An employee will try to conform and behave as perceived by the group (organization) which sometimes contradictory with his own beliefs. The relationship between superiors and subordinates of an organization in collectivist culture is more in moral terms, similar as family relation; there is an obligation to exchange protection with loyalty and promotion decisions considers the employee's in-group.

Indonesian culture is assertive and pays attention to maintain harmony. It emphasizes collective well being and shows a strong orientation within their society. Thus, social pressure in Indonesian culture possess a bigger influence than in the Western culture, as the UTAUT was developed, which known to be more individualist and has a lower score of power distance. As a collectivist country, in Indonesian organization saving face known to be the common reason of the act that people do, for instance, the middle management's reasons of using or adopting technologies are to impress their superiors and colleagues as well as to look capable in front of their subordinates. Low individualism score for Indonesia is represents the high regard for groups suggest that the opinions of others would affect an individual's behavioral intentions; as a result, opinions from others would strongly influence

individual behavioral intentions (Al-Gahtani, Hubona, & Wang, 2007). Communication occurs in the indirect style, the wants, needs, and goals of the speaker are not spoken out clearly. In addition, influence of social pressure is higher to women than to men, it also higher to the superiors that subordinates. PDI and IDV found to have significant impact on effort expectancy in Indonesia, this means to be successful the use of information system in Indonesian organization is heavily influenced by superiors and social environment (Sriwindono & Yahya, 2012).

People from high uncertainty avoidance cultures are aggressive, emotional, active, compulsive, and security seeking and intolerant while people from low uncertainty avoidance are less aggressive, contemplative, relaxed, less emotional, accepting risk, and relatively tolerant. High UAI culture tends to have more rules. On the other hand, the level of PDI index also influences these rules. In Western culture, the relation between PDI and UAI are stronger than in Asian and African cultures. In an organization utilization of laws, rules, and regulations were used to prevent uncertainties in people's behaviors. The people believe that they can solve problems without formal rules. The people only work hard when needed; there are no more rules than the necessity, tolerance to ambiguity and chaos, focus on decision-making process not than the result, and better at invention but worse at implementation.

Hofstede labeled high masculinity culture has a high preference for achievement, assertiveness, and material success (Hofstede, Hofstede, & Minkov, 2010). In masculine culture both men and women are learn to be ambitious and competitive, while in feminine culture both sexes are learn to be modest. The feminine culture permits more overlapping social roles for both sexes. Indonesia tends to have a moderate score of masculinity dimension (46), it makes Indonesia can be very aggressive and goal oriented in some situations but at the same time are expected to be attentive and supportive.

National cultural dimensions commonly applied to compare two different countries or more. However, studies by Al-Gahtani, Hubona, & Wang (2007), Rajapakse (2011) and Göğüş, Nistor, and Lerche (2012) show that cultural-technologies studies also possible to be conducted in a single country. Since culture influences the way people and organizations use information system, differences in country that the researches were performed presents different outcome of UTAUT as summarized in Table 3.

Table 3. UTAUT studies in different cultures

Country (ies)	Findings	Author (s)
Korea, Hong Kong, and Taiwan	The variances of users of mobile technologies in each country were larger the variances across countries.	(Lee, Choi, Kim, & Hong, 2007)
Saudi Arabia	• Culture is a significant moderator of technology acceptance in Saudi Arabia. • The direct model (without considering the influence of interacting variables) explains 35.3% of the variance in behavioral intention and 25.1% of the variance in use behavior. • By including interacting variables, larger proportion of variances were gained (39.1% in behavioral intention and 42.1% in use behavior).	(Al-Gahtani, Hubona, & Wang, 2007)
U.S. and China	• The effect of social influence on behavioral intention that moderated by experience was stronger for more experienced worker. • The variance across U.S. and China also shows difference, UTAUT explained about 70% of the variance in behavioral intention but only 64% of variance in China.	(Venkatesh & Zhang, 2013)
U.S. and Korea	• The effects of effort expectancy on behavioral intention and the effects of behavioral intention on use behavior are greater in the U.S. than in Korea. • There is no difference between U.S. and Korea in the impact of social influence to behavioral intention.	(Il, Seongtae, & Myung, 2011)
Sri Lanka	• This study empirically validated culture as the fifth independent construct on UTAUT. • There is a causal relationship between culture and behavioral intention in Sri Lanka context.	(Rajapakse, 2011)
Turkey	• Both performance and effort expectancy are strong determinant of the use behavior while perceived facilitating conditions showed lower score. • The proposed model explained 61% of the variance of use behavior.	(Gogus, Nistor, & Lerche, 2012)
Indonesia	• National cultural dimensions are antecedents of UTAUT independent constructs. • PDI and IDV found to have significant impact on effort expectancy in Indonesia.	(Sriwindono & Yahya, 2012)

These findings indicate that cultural validity is worth to be discussed in technologies acceptance study. UTAUT does not work the same in other countries as it does in the U.S. as its country of origin. These studies also indicate that culture plays an important role in the context of UTAUT. The influence of Indonesian culture to UTAUT determinant factors has been studied by Sriwindono and Yahya (2012; 2014) but the direct influence of culture on behavioral intention of a particular technology has not been studied yet.

2.3.2. Organizational structure and technology acceptance and use

Organizational structure is a designated formal reporting relationship that identifies the grouping of individuals in an organization. It was designed to ensure effective communication, coordination, and integration of effort across organization (Daft, Murphy, & Willmott, 2010). Pugh et al. (1968) identified several primary dimensions of organizational structure as follows: (1) specialization (the degree of differentiation of activities within each function); (2) standardization (the extent to which procedures are defined); (3) formalization (the extent to which communications and procedures are written); (4) centralization (the extent to which hierarchy is exist in the organization); and (5) configuration (the system of relationships between positions as indicated by the number of levels of authority). These dimensions used to understand the impact of any variable on organizational structure.

There are several organizational structures commonly possessed by government agency namely complexity, centralization, and formalization. As a bureaucratic government agency has departmental structure, which means it is organized vertically. McNeil (1978) seen that bureaucratic organizations is the most efficient tool to mobilize resources and power in such a social system (Hasenfeld, 2006). In bureaucratic organizations, the relationship among people and between people and work process prescribed clearly, either in formal rules or in unspoken norms. The essential characteristic of modern society was the predominance of legal authority as the basis of the power relationship between the ruler and the ruled. That is, people accept the authority because they believe it is emerged from the results of proper procedures and accept that there is a concept of the ruler and the ruled. Bureaucracy is the manifestation of legal-rational authority. Its attribute derived from legal-rational rules and the pursuit of maximum efficiency. Adapted from the concept of human service organization, Hasenfeld (2006) defines factors that detain change in bureaucratic organization:

1. Public bureaucracies are controlled by powerful interest who seeks to maintain the status quo.
2. Since clients are so powerless, their needs and interest are likely to be ignored.
3. Bureaucratic structure is rigid and inflexible, making change very costly in terms of time and fund.

4. Professionals and bureaucrats working in the organization attempt to promote their own interest and resist any changes that affect their status.

Organizational structure found to influence the implementation and usage of intranet in an organization. Each organization structure has different influence in intranet implementation in an organization (Welch & Pandey, 2006). First organization structure to be considered is complexity. It influences the way organization members interact and communicate to each other. Complexity defined as the degree of differentiation within organization members that based on horizontal and vertical differentiation as well as spatial dispersion (Robbins & Barnwell, 2006).

Horizontal differentiation based on the specialization of employees, whether in skills, task to be performed or education. Pugh et al. (1968) used the term specialization to identify the division of labor within the organization. Specialization refers to the distribution of official task among a number of positions and the extent which specialist roles exist within each of functional task specifications. The more specialize of each employee in performing task resulting in the more complex the organization's structure. Specialization, whether in written agreement or only based on unofficial designations defining employee's responsibility, as a result, diversification of tasks to be performed are increase. Other effect of complexity is the higher the complexity in the operating level of organization, the higher need to differentiate organization.

Intranet enables communication and interaction within organization with bridging the vertical differentiation in organization that often acts as barrier in information sharing and dissemination. Vertical differentiation or hierarchical structure of organization covers comprehensive and detailed organization chart that included every role in the organization and their functions. Vertical differentiation defines the span of control of the line chain of command, it measured by the number of employment level between the chief executive and subordinates directly working on the output. The greater hierarchy line, the more concentrated is the authority and the less decentralized are the decisions down the line (Pugh, Hickson, Hinings, & Turner, 1968).

Intranet appears to eliminate spatial differentiation in an organization with its world-wide-web nature. Spatial differentiation refers to the degree of the location of organizational

resources such as offices, laboratories, and personnel are dispersed. Geographical distance may obtain some problem such as different working culture or different time zone that can be the obstacles to management and team collaboration, the use of intranet appears to accommodate these problems (Welch & Pandey, 2006).

Organization uses intranet as one term of formalization to put work in order and predict the outcomes. Study by Welch and Pandey (2006) suggests that there is a relationship between formalization in organization with its intranet implementation and innovation. Pugh et al. (1968) define formalization as the extent to which rules, procedures, instruction, and communications are written. Formalization in an organization encompasses role definitions (prescription of behavior including terms of reference, job description, and procedures of work); information passing documents (information distribution records including memo forms and journals); and role performance (written accomplishment of some part of a role, including report of a task performed). Formalization in government agencies occurs in rules, procedures, and policies. Rules were made to make people's behavior predictable. Good rules lead to the desired outcomes. On the other hand, rules may destroy people's autonomous judgment and lead them to do things that they used to consider bad. Formalization increases clarity and reduces variability through rules and standardized procedures; in result, it promotes efficiency in organization. Large organizations found to be more formalized since there are wide range of activities to perform and a bigger number of people to control (Daft, Murphy, & Willmott, 2010).

Intranet is enabling both centralization and decentralization decision-making process in organization. The term centralization refers to the concentration on decision-making process in a single point of organization (Robbins & Barnwell, 2006). Centralization defined the locus of authority to make decisions that affect the whole organization. It defined the level in the hierarchy where executive action could be authorized (Pugh, Hickson, Hinings, & Turner, 1968). Organizational decision-making might be centralize at the head office or decentralize to a particular divisions, this include purchasing and hiring decision. Centralization is related to and tends to give same impact as formalization; decreasing employee innovativeness (Robbins, 1943 in Robbins & Barnwell, 2006). Studies found that intranet applications are

often used to reinforce rather than weaken the existing structures and differences (Newell, Scarbrough, & Swan, 2001; Welch & Pandey, 2006).

Organizational structure is a formal reporting relationship that designed to ensure effective communication, coordination, and integration of effort across organization. The existing organizational structures in public organization occur as horizontal, vertical and geographical complexity, formalization of work and procedures, and centralization in decision-making process. These structures influence the utilization of intranet and the impact of intranet utilization in public organization.

2.4. The Impact of Intranet Use: Values in the Perception of Organization Members

Defining impact of intranet from the user perspective means a fit between users' expectation in performing task and the possibilities brought by the intranet to accomplish the expectation. This related to the way the intranet is used and the kind of task for which it is used. Generally, Bouwmann et al., (2006) suggest that the impact of information technology in individual level primarily related to its impact to the productivity, empowerment, efficiency and effectiveness of individual's performance.

Intranet usage also gives impact on efficiency, effectiveness and innovation within the organization. At the organization level, effectiveness is defined as the degree to which the organization can achieve its goals. Daft, Murphy, and Willmott (2010) define efficiency in organization as the amount of the resources used to achieve organization's goals, it based on how much resources are needed to produce a given level of output. Efficiency in same context means the ratio of output and input or the cost (and or effort) of organization in achieving its goals (Hasenfeld, 2006). An innovation is defined as an idea, a product, a program or a technology that is new to the adopting unit. The innovation process in organization is considered successful only if the innovation is accepted and integrated it into the organization's process and individuals continue to use the innovation over the period of time (Rogers, 2003). Innovation may come from the executives who are committed to maintain and improve the high standard performance of organization or dissatisfied with the status quo. Management enhances the capacity of the organization to innovate by lending both legitimating and power to such activities (Hasenfeld, 2006).

In a different and more specific manner, Hammer and Mangurian (1987) define efficiency, effectiveness, and innovation as the values for using communication technologies. They emphasize these impacts with the value of communication technology in terms of increasing efficiency in the process, improving effectiveness and promoting innovation in organization function. These values are also considered to be applicable at the individual level regarding individual as organization member.

Impact	Value: Efficiency	Value: Effectiveness	Value: Innovation
Time	Accelerate business process	Reduce information float	Create service excellence
Distance	Increase market size	Ensure global management control	Penetrate new markets
Relationship	Bypass intermediaries	Replicate scarce knowledge	Build networks

Figure 3. Impact-Value Framework (Hammer & Mangurian, 1987)

The most visible impact of intranet usage is organizational process acceleration. Process acceleration refers to the reduction of time needed to perform a particular task (Hammer & Mangurian, 1987). Intranet enables the delivering of needed information in a single click of internal mailing system, thus reducing cost and time for delivery. Decision making process could be more efficient since all data are transmitted within organization units even to remote locations in a reasonable time. At this point, intranet may not automatically lead to an increase in employees' efficiency in performing task as it implemented, but it could be the stimuli of the change.

The intranet that serves as online workspace expected to increase the internal efficiency by enabling the collaboration and coordination between the geographically dispersed organization's units (Martini, Corso, & Pellegrini, 2009). Intranet as a communication technology enables information spread through the organization without hindered by geographical and departmental limitation (Hammer & Mangurian, 1987). In line with intranet function to supports the centralization and decentralization in organizational decision-making

process. Intranet is used to facilitate information dissemination, rather than come to each branch office or held socialization in a big fancy hotel which expensive, cumbersome and time consuming, intranet linking information dashboard, sites and databases to intranet, the information elimination along with time and cost saving make information distribution within organization more effective.

Intranet enables organization to expand its area of services by providing back office system to support the operation. The cost of geographical expansion may not a big deal since intranet allows an organization to expand their service on national or international basis. The effects of intranet usage to distribute knowledge may occur in relationship within organization since knowledge no longer belongs to individual exclusively. This widens the span of management control in an organization and reducing the employment layers. Intranet builds stronger and closer ties within organization and between organization and its customer. Thus, ICT supports restructuration of relationship within organization as well as between organization and the external (Hammer & Mangurian, 1987).

Furst (2010) suggest that utilization of information system such as intranet in government would evoke some beneficial values. These values are the direct user values (using intranet will benefit for civil servant in performing task), government operational values (better and faster administration process), social and non-direct user values (faster and better public services delivery), government financial values (budget efficiency), and strategic value (faster decision-making process). Intranet increases the speed of employee in delivering services as perceived by public or stated in regulations and improves the service quality. The improvement is more than a faster respond to public demand, but also simplifying communication between public and organization's members. Intranet enables this communication by connecting all working tools into it so that the officer would not miss his work. Public can directly contact organization as the service provider within single click and connected to the authorized officer through intranet that integrate with public services modules.

2.5. Context-based UTAUT Model and Hypotheses

The context-based UTAUT Model aims to reveal the current intranet use and the values of intranet in the user perception as the impact of usage in Indonesian government agencies

context. To predict the actual use of the intranet the study used four determinant factors of usage behavior intention derived from the original UTAUT then added structural characteristics of the organization and culture to the model. The four factors of UTAUT namely performance expectancy (PE), effort expectancy (EE), and social influence (SI) proposed to influence the intention to use while facilitating conditions (FC) influences the actual use. Variables that were added to the model are culture; with the basic definition which refers to Hofstede's national culture dimensions, and organizational structures which refers to Robbins and Barnwell (2006) book of organization theory (i.e. complexity, centralization, and formalization). Thus, based on literatures discussed in the previous section, this study proposes hypotheses as follow:

H1. Performance expectancy has a significant positive influence on the intention to use the intranet.

Performance expectancy refers to the degree of one's belief that using Intranet will improve his/her performance in particular task; that is the higher performance improvement expected by user will result in higher user's intention to use.

H2. Effort expectancy has significant positive influence on the intention to use the intranet.

Effort expectancy refers to the degree of one's belief that using Intranet is easy and requires minimum effort; that is the smaller effort expected in using intranet, the bigger users' intention to use.

H3. Facilitating condition has a significant positive influence on the actual usage of Intranet.

Facilitating condition refers to the degree of one's belief that organizational environment and infrastructures are provided to support him/her in using Intranet.

H4. Social influence has a significant positive influence on the user's intention to use the intranet.

Social influence is the degree of how much one perceives that the important person for him suggests him to use the system.

H5. Organizational structures influence the intention to use intranet.

The degree of complexity, formalization, and centralization in decision-making process influence the intention to use Intranet.

H**6. Culture is correlated to the intention to use intranet.**

Culture that emphasizes the Hofstede's national culture influences intention to use Intranet.

H7. Intention to use has significant positive influence on intranet actual usage.

Intention to use refers to individual intention to use intranet in the future.

H8. Perceived values of intranet use are influenced by the actual use of intranet.

Perceived values of intranet use refer to one's perception on perceived impact of intranet to his/her efficiency, effectiveness, and innovation in performing tasks.

Finally, based on the hypotheses discussed previously this study develops a context-based UTAUT model as follow:

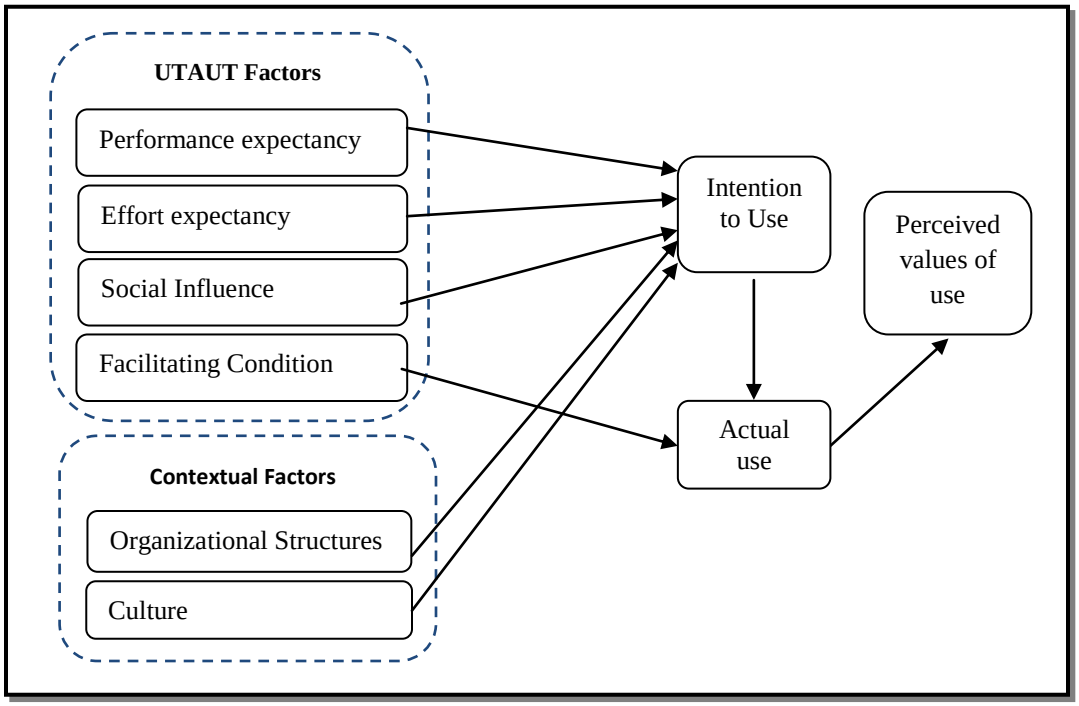


Figure 4. Context-based UTAUT Model

3. Research Methodology

The approach of the study is both interpretative and normative: the aim is (a) to understand the current situation, the development as well as the future prospect of intranet in government agency (b) by exploring the factors that influence the use of intranet and the values as the impact of intranet use. A set of hypotheses and a conceptual model derived from the prior extensive study literature were explored quantitatively. The quantitative research is used to explaining phenomena by collecting numerical data and analyzing it statistically. A preliminary observation (four weeks of April 2014) to intranet server log was conducted to determine the sample, which is the employee of organization who meets the criteria based on usage frequency. Then to be able to answer the research questions, hypotheses in previous chapter are tested using online questionnaire. The questionnaire is available for four weeks period.

3.1. Context of Study

This study conducted in one of the Indonesian government institution at a ministerial level, Kementerian Perindustrian Republik Indonesia (Kemenperin), translated into the Ministry of Industry Republic of Indonesia (MoI). This organization was chosen based on its size (5270 employees) and its organizational structures, which applied to a national level government organization. This study measured the cultural validity of UTAUT model in Indonesian context by extending the model to measure which factors influence the employee to use and the values that perceived by the user institution's intranet; Intranet Kemenperin.

3.1.1. Ministry of Industry Republic of Indonesia

Ministry of industry (MoI) is the unit that undertakes government duties to assist the President in performing government's affairs in the area of industrial sector. MoI main role is to pursue the long-term vision of national industry development that is taking Indonesia to become a strong industrial nation in the world by 2025. Six directorates general (DGs), one agency, three centers, one inspectorate general and one secretariat general are administered by the Minister. The inspectorate general is an internal auditor of the organization to supervise the ministry's program and budget use in accordance to the available regulation. The secretariat general is responsible for the whole organization management such as planning the ministry's program, financial and human resources management. The three

centers have both internal and external function, such as internal HR development, external public relation and data and IT infrastructure management, while the DGs responsible to regulate each industrial sector within MoI authority. Besides, the Industrial Education and Training Center has 24 vocational school and training centers nationwide. Finally, the agency has responsibility in industrial policy research and development. In addition, the agency has 24 research and standardization centers which also located throughout Indonesia. Figure 5 shows the organization structure of MoI.

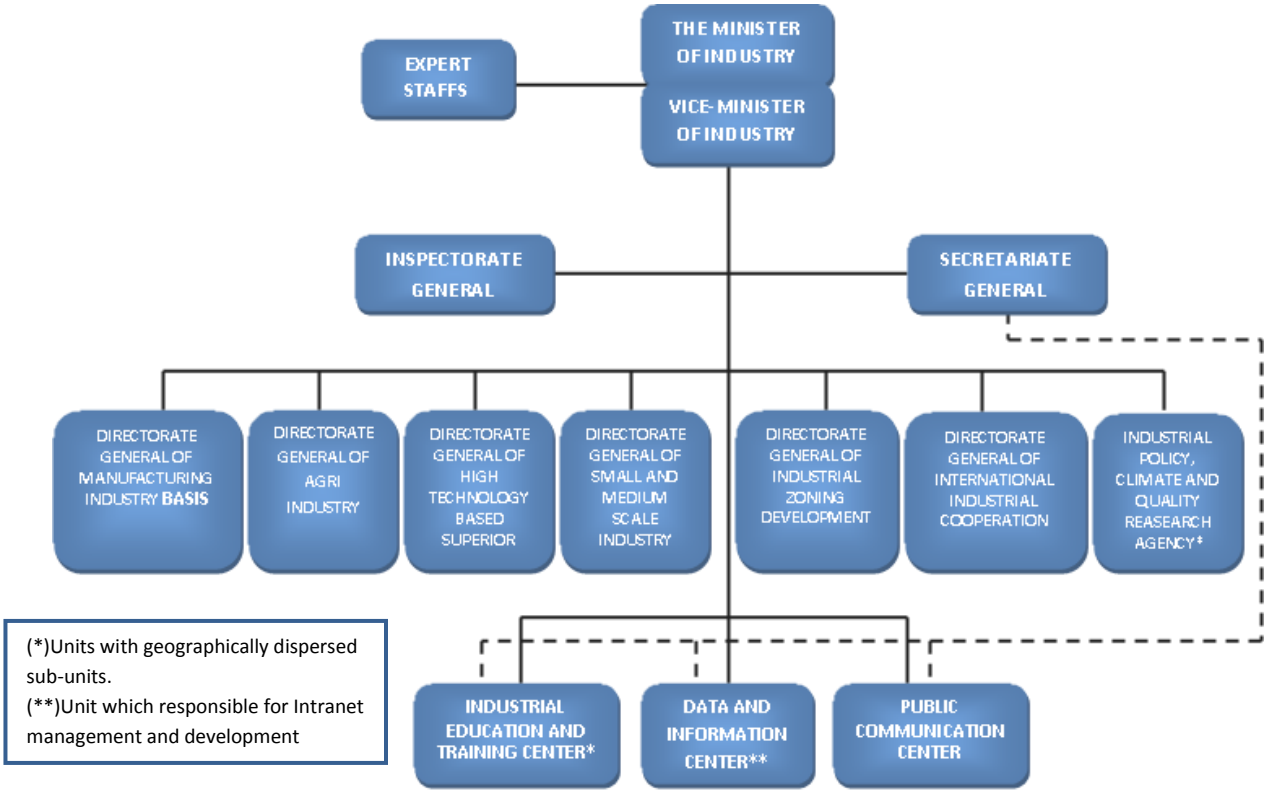


Figure 5. Organization Structure of MoI of Republic of Indonesia

3.1.2. Intranet Kemenperin

The Intranet Kemenperin was built in 2002 as an integrated communication and administration automation system. It provides communication channel and organizational information sharing as well as various applications of employee services. Intranet also has features, which function to support organization daily task, such as access to internal services, communication and socialization medium, collaboration and knowledge sharing, and working tools (Figure 6.).

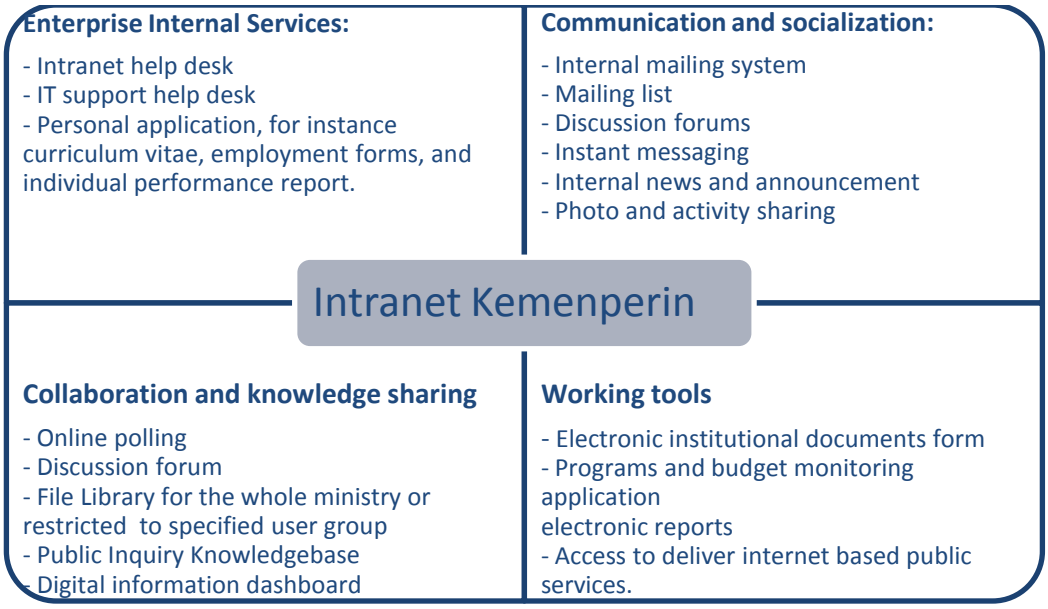


Figure 6. Intranet Features, developed from intranet.kemenperin.go.

Like other organization's information system, access to Intranet Kemenperin is restricted based on level of authorization related to tasks and responsibilities of respective users. This authorization aims in preventing unauthorized and misused of intranet access. All registered employees are given a user name and password that allows them to access the intranet based on their tasks and responsibilities. Once logged in to the system, a user can do several actions such as accessing his/her personal data, communicating with others using webmail or instant messaging, receiving internal services, and providing services to public. The Data and Information Center (see Figure 5) is the unit who manage the intranet Kemenperin.

3.2. Data Collection

The primary data was gathered through self-administered online survey questionnaire. The questionnaire was developed based on previous studies (Hammer & Mangurian, 1987; Venkatesh et al., 2003; Hofstede, 2001; Iivari, 2005; Welch & Padney, 2006; Martini et al., 2009). Adjustments were made in measurement items to fit the context of study. The validity and reliability of the questionnaire were tested beforehand in a pre-test.

3.3. Target Population and Sampling

5720 employees of Ministry of Industry of Republic Indonesia were targeted as a population. Purposive sampling used to determine the sample. It enables the present study to

collect information more efficiently and ensures that all selected respondents have a study variable in common. This sampling methods involves non randomly selecting technique of respondents to fulfill specific characteristics that investigated in the present study which are (1) employee of the Ministry of Industry, (2) regular user of Intranet Kemenperin, that is, employee who logged in to the intranet system at a minimum once a week.

On April 2014 (April 1st to April 29th), an observation to system log was held to gather the sample based on the usage frequency. The observation found that 4344 intranet users were eligible to be included as sample of this study. At the end of survey, 533 valid responses were collected and were used to analyze the model.

In regards to our specific interest, that is the use behavior on intranet as online workspace to support mobile and collaborative work, 157 responses from 533 valid responses were selected based on some criteria. These criteria are assigned out of the office at minimum six times per year and involved in a multi-departmental teamwork. This group of online workspace users was given 21 extra questions.

3.4. Instrumentation and Measurement

3.4.1. Survey Design

Survey-questionnaire was used as instrumentation of this study. Data from the questionnaire are used to test the hypotheses. The survey questionnaire is the research model that translated into a web-based questionnaire using Likert-type scales which available online with the extremes "strongly disagree" (1) and "strongly agree" (7). The questionnaire is used to predict what factors are mainly affecting intranet use, how the current intranet is used, and how users perceived its impact on their performance in terms of efficiency, effectiveness and innovativeness. Questionnaire was chosen since it has no interviewer bias and can be used to asked credential and personal matters. Survey gains more information which "can be quantified and analyzed statistically and can reach a higher degree of precision" (Berger, 2013, p. 254).

The questionnaire constructed based on the review of previous studies on UTAUT to determine the usage, influencing factors, and the perceived values as the effects to organization's members regarding intranet. Measurement items on these constructs were based on Venkatesh et al. (2003). Additional constructs' measurement items were also taken

from previous study, as summarized in Table 4. A difference between the present study and previous studies is the use of seven point Likert scale. All items are measured to quantify opinions and beliefs of the respondents and to get indication that is more precise.

Table 4. Additional constructs and measurement items

No	Construct and Definition	Measurement items for "Intranet Kemenperin"		Reference (s)
1	**Organizational Structure (OS)** The perceived formal arrangement of jobs in an organization; Robbins & Barnwell (2006)	OS1	The available rules and procedures of tasks support me to use "Intranet Kemenperin".	Developed from Welch and Padney (2006)
		OS2	Online forms and transactions on "Intranet Kemenperin" are based on the existing policies.	
		OS3	I use "Intranet Kemenperin" to deal with the differentiation (e.g. geographical location, hierarchical position, and job specialization) in the organization	
		OS4	"Intranet Kemenperin" enables knowledge sharing from lower employment level to upper employment level	
		OS5	Authority is being handed over from upper to lower organizational levels	
		OS6	Decision-making process for any organizational policy occurs only at the central level and the results are disseminated to all branches	
2.	**Culture (CUL)** The collective programming of the mind of a member of nation, which influences the behavior; developed from Hofstede (2001).	CUL1	In the organization, orderliness and consistency are stressed, even at the expense of experimentation and innovation	Developed from Hofstede (2001).
		CUL2	In the organization, requirement and instruction are spelled out in detail so employees know what they are expected to do	
		CUL3	In this organization, the members are expected to follow their leaders	
		CUL4	In this organization, all works carried out by the employees are the order of their superiors.	
		CUL5	In this organization, leaders encourage group loyalty even if individual goals suffer	
		CUL6	In this organization, the members are developed together as a group than individual.	
		CUL7	The men of the organization are encourage more that woman in attain a higher position.	
		CUL8	Both men and women have the same opportunities in accessing self-improvement program in the organization	
		CUL9	In the organization, the accepted norm is to accept the status quo rather than to plan the future.	
		CUL10	People in the organization are placed more emphasis on solving current problem rather than planning for the future.	
3.	**Perceived values of use (PVU)** Individual perception on perceived impact of	PVU1	Using "Intranet Kemenperin" accelerate me in performing task.	Developed from Hammer & Mangurian (1987)
		PVU2	Using "Intranet Kemenperin" I encounter the right amount of work-relevant information in a	

	intranet usage in his/her performance; developed from Hammer & Mangurian (1987)		format I can easily understand.	
		PVU3	Using “Intranet Kemenperin” enable me to collaborating, designing, developing, and delivering new services for organization members and public.	
		PVU4	Using "Intranet Kemenperin" enable me to work with people from other units and locations.	
		PVU5	Using “Intranet Kemenperin” I could work from any location that is possible for me.	
		PVU6	Using the "Intranet Kemenperin" I can provide various services to the public nationwide.	
		PVU7	Using “Intranet Kemenperin” has changed the way I communicate and collaborate with people from different levels of employment.	
		PVU8	Using "Intranet Kemenperin" I store and share knowledge with colleagues.	
		PVU9	Using "Intranet Kemenperin" I maintain my current network and build the new network within the organization.	
		PVU10	Many people within our organization talk about the impact of “Intranet Kemenperin” to the way our organization operates.	

3.4.2. Measurements

Cronbach alpha (α) used to assess survey constructs reliability on pre-test. George and Mallery (2003) as cited in Gliem and Gliem (2003) provide the rules of thumb in using Cronbach alpha (α) to interpret reliability which are < 5 is unacceptable, > 5 is poor, > 6 is questionable, > 7 acceptable, > 8 is good and > 9 is excellent.

Parametric tatistical test put its assumptions on the normality of the distribution. The mean, median, and mode are used to measure the normality of distribution. Normal distribution is indicated by the uniformity of the score of the mean, median, and mode. The normal distribution is the assumption to run a parametric statistical test such as multiple regressions.

PLS estimates complete causal networks simultaneously by running the model’s equations simultaneously and interdependently. PLS offers a robust solution such that the effects of all variables are estimated simultaneously rather than separately. Correlations, regression or difference of means analysis offer limited causal modeling capabilities. They also require normality data assumption while PLS does not require such assumption (Berger, 2013). In PLS the theory does not have to have empirical support from other sources. PLS

offers extensive, scalable, and flexible causal-modeling capabilities. This analysis is suitable for exploratory work since it allows complex model that include unobserved variables, formative variables, mediation, and multiple group comparison on more complex relationship. PLS can test the plausibility of an entire model which comprising a causal theory concurrently. It provides estimation of measurement error for each item in a multi-item scale and the scale as a whole. PLS is the most suitable technique for exploratory analyses required in theory building or theory extension modeling. PLS shows that the alternative hypothesis is significant by showing significant t-values and a high R^2. Each step in PLS minimizes the residual variance of the theoretical and observed dependent variables to reach parameter estimates then it calculates the significance of each path in the model using a t-test. When the path is found to be statistically significant, it can be interpreted that it provides empirical support for the hypotheses represented by the path (Lowry & Gaskin, 2014).

3.5. Survey Administration

The survey instrument was made available through the world wide web using Qualtrics online survey service. Measurement items of the questionnaire were originally developed in English but then translated into Bahasa Indonesia. The translation is done in order to avoid misinterpretation from respondents who have diverse English skills. Besides, the respondents will be more willing to participate in the survey when the questions are written in their own language as they will need less effort to understand and answer it, thus the translation will increase the response rate. Three Indonesian master students who also study in University of Twente have helped to check the measurement items translation from English into Bahasa Indonesia in order to minimize the translation bias. This translation process already meets the conceptual and normative equivalence; that the construct will hold true in Bahasa Indonesia and conforms the Indonesian culture.

In order to obtain the necessary background information about respondents which might affect their opinions, the questionnaire also include socio-demographic questions which are age, gender, employment level, last education, serving time, scope of work and office locations. Respondents were assured response anonymity by not being required to provide identifying information on the survey besides socio-demographic information. A

short explanation of the study and intranet usage was given at the beginning of the questionnaire to equate the respondents' understanding. Explanation about online workspace also embedded for the same reason. The term 'online workspace' in this study refers to intranet system that enable organization member to perform their task without any spatial limitation also provides all possible resources.

The survey questionnaire was online on four weeks period (May 12th, 2014 to June 4th, 2014). Based on the preliminary observation to system log, 4344 employees of the Ministry who are eligible to be the respondent was contacted personally using internal mailing system. At the end of survey period, 533 valid responses were gathered. Thus, the following statistical analyses are using these responses.

4. Data Analysis and Results

Despite the low valid response rate (12.27%), the collected data helped to optimize the developed questionnaire. In order to test the questionnaire's statistical adequateness SPSS 20.0 and SmartPLS 2.0 were used. These software products offer statistical techniques to measure the validity, reliability, relation and correlation between proposed variables. The reliability of the constructs on pre-test was assessed by using Cronbach's Alpha. To measure the causal relation between independent variables (performance expectancy, effort expectancy, social influence, facilitating condition, organizational structure, and culture) and dependent variables the present study used partial least square analysis with R square as indicator of the degree of causality. Significance level is given at $t > 1.96$.

4.1. Reliability Analysis

Cronbach alpha (α) used to measure the reliability of each survey's construct on pre-test. The questionnaire was developed based on Venkatesh, Morris, Davis, & Davis (2003) UTAUT model and modified according to previous literature study. Before the formal survey, a pre-test of the questionnaire was conducted. It was administered to eligible users and result in ten (10) valid responses. Forty-five items were tested and reduced to thirty-seven items with significant correlation at 0.05 levels (0.63). The pilot testing resulted in the overall composite reliability of 0.954 (N=37) also the phasing of the questions were modified according to this result and suggestions of the participants. The reliability of each construct is as shown in Table 5.

Table 5. Reliability of constructs on pre-test

Construct	Number of Items (N)	Cronbach alpha (α)
Performance Expectancy (PE)	4	0.91
Effort Expectancy (EE)	4	0.79
Facilitating Condition (FC)	3	0.88
Social Influence (SI)	4	0.87
Organizational Structures (OS)	4	0.74
National Culture (NC)	7	0.91
Intention to Use (IU)	3	0.99
Perceived values (PV)	8	0.93

4.2. Sample Characteristics

Characteristics of sample are summarized in Table 6. It indicates that the majority of respondents are male (58%), between 31-40 age group (37.1%), working as general functional position (staff) (51.6%), having Bachelor degree (52.2%), have been working in the Ministry for more than ten years (38.3%), works at Secretariat General department (39.2%), having Research and Development as a scope of work (25%) and located in Java and Bali (70.9%). In the original UTAUT (Venkatesh, Morris, Davis, & Davis, 2003), age and gender were serve as moderating factors of model's determinant factors to behavioral intention. In this study, these characteristics also used to measure the current intranet usage in each group but removed from the model. Besides, socio-demographic condition also influences the effect of culture at individual level. For instance, in high power distance culture the influence of superiors to their subordinates is big (Hofstede, Hofstede, & Minkov, 2010). It means that the more superiors use the intranet, the higher possibility of their subordinates to use the intranet.

Table 6. Characteristics of sample (N=533)

Variable	Category	Frequency	Percentage (%)
Respondents' Age	21 - 30	170	31.9
	31 - 40	198	37.1
	41 - 50	84	15.8
	Over 50	81	15.2
	Total	533	100.0
Gender	Male	309	58.0
	Female	224	42.0
	Total	533	100.0
Employment Level	General Functional Position (Staff)	275	51.6
	Specific Functional Position	159	29.8
	Echelons (IV to I)	99	18.6
	Total	533	100.0
Education	High School	35	6.6
	Diploma (D-3)	29	5.4
	Bachelor (S-1)	278	52.2
	Master (S-2)	178	33.4
	Doctorate (S-3)	13	2.4
	Total	533	100.0
Working Period	Less than two years	8	1.5

	Two to four years	140	26.3
	Five to seven years	105	19.7
	Eight to ten years	76	14.3
	More than ten years	204	38.3
	Total	533	100.0
Departments	Secretariat General	209	39.2
	Directorate General	81	15.2
	Inspectorate General	11	2.1
	Research Agency	232	43.5
	Total	533	100.0
Scope of Work	Administration and Finance	95	17.8
	IT Support	23	4.3
	Human Resources	38	7.1
	Marketing and Communication	36	6.8
	Education (Lecturers and Teachers)	114	21.4
	Research and Development	133	25.0
	Planning and Programming	94	17.6
	Total	533	100.0
Location	Java and Bali	378	70.9
	Sumatera	83	15.6
	Kalimantan	19	3.6
	Sulawesi	53	9.9
	Total	533	100.0

4.3. Culture and Organizational Structure on Context-based UTAUT Model

Table 7 indicates that the standard deviation score of all constructs. It shows that intention to use (BI) is more dispersed than other constructs (SD=1.14). The result also shown that effort expectancy has the lowest standard deviation (SD=0.70). This suggests that respondents tend to have the same perception about the amount of effort they should spend in using the intranet.

Three measurements of central tendency (mean, median, and mode) were compared to discover the distribution of variables. Distribution of variables determines which statistical analysis should be use for the model. Normally distributed data is suitable for parametric analysis such as regression, while for data that did not fit the assumption of normal

distribution a non-parametric analysis such as structural equation modeling (SEM) is more appropriate.

Table 7 presents the result of data distribution analysis. It shows that all variables are negatively skewed except actual use, which is positively skewed. Furthermore, none of the mean and mode scores of constructs is the same (as required for normal distribution assumption). These results indicate that none of the constructs has met the assumptions of normality of the data as required by parametric statistical analysis so that a non-parametrical analysis should be performed.

Table 7. Distribution of Data (N=533)

Construct	Mean	Median	Mode	Std. Deviation	Skewness
Performance Expectancy (PE)	5.77	6.00	6.00	0.84	-1.00
Effort expectancy (EE)	6.20	6.00	6.00	0.70	-1.56
Facilitating condition (FC)	5.71	6.00	6.00	0.83	-0.87
Social Influence (SI)	5.41	6.00	6.00	0.99	-0.80
Organizational Structure (OS)	5.57	6.00	6.00	0.83	-0.24
Culture (CUL)	4.11	4.00	4.00	1.07	-1.08
Intention to use (BI)	5.76	6.00	6.00	1.14	-1.53
Perceived Values of Use (PVU)	5.53	6.00	6.00	0.88	-0.79

Partial Least Square (PLS) technique is a non parametric statistical analysis which used as a structural equation methods in the present study since in this method normality data assumption is not required (Lowry & Gaskin, 2014). However, besides the fact that the original UTAUT model was also analyzed with PLS, this methods also appropriate to be use to accommodate a relatively small sample compared to the study population (12.27%).

The collected data then tabulated and analyzed using the PLS with the help of SmartPLS software. An evaluation of the outer model was performed to measure the context-based UTAUT model validity and reliability. The outer model with reflective latent construct is evaluated with convergent and discriminant validity of its factors and composite reliability for the factor block. Convergent validity was measured by the correlation between item's score and construct's score in PLS. Table 8 presents the constructs reliability. It shows that all constructs beside *Culture* (CUL) are found to have a sufficient reliability (CR

> 0.70). Table 8 also shows that all factor loading of the proposed constructs; some factors are statistically reliable (factor loading > 0.70) while some others are not.

Table 8. Context-based UTAUT model validity and reliability

Construct	Factor	Factor Loading	Constructs' Composite Reliability (CR)	Constructs' AVE
Actual Use (AU)	AU_1	0.758	0.773	0.538
	AU_2	0.845		
	AU_3	0.571		
Intention to Use (BI)	BI_1	0.937	0.963	0.896
	BI_2	0.952		
	BI_3	0.951		
Culture (CUL)	CUL_1	0.392	0.616	0.263
	CUL_2	0.837		
	CUL_3	0.758		
	CUL_4	0.605		
	CUL_5	0.183		
	CUL_6	0.120		
	CUL_7	-0.017		
Effort Expectancy (EE)	EE_1	0.783	0.918	0.738
	EE_2	0.867		
	EE_3	0.905		
	EE_4	0.877		
Facilitating Condition (FC)	FC_1	0.737	0.749	0.507
	FC_2	0.526		
	FC_3	0.837		
Organizational Structures (OS)	OS_1	0.744	0.819	0.532
	OS_2	0.766		
	OS_3	0.690		
	OS_4	0.715		
Performance Expectancy (PE)	PE_1	0.851	0.862	0.624
	PE_2	0.894		
	PE_3	0.889		
	PE_4	0.430		
Perceived Value of Use (PVU)	PVU_1	0.791	0.912	0.564
	PVU_2	0.800		
	PVU_3	0.775		
	PVU_4	0.780		
	PVU_5	0.728		
	PVU_6	0.732		
	PVU_7	0.713		
	PVU_8	0.681		
Social Influence (SI)	SI_1	0.830	0.858	0.603
	SI_2	0.867		
	SI_3	0.717		
	SI_4	0.677		

The discriminant validity is measured by comparing the square root of average variance extracted (AVE) score from each construct with the correlation score between constructs in the model. Table 9 shows that the districriminant validity of the proposed Context-based UTAUT model is good since the AVE square root score of each constrict is higher than the correlation score between constructs in the model.

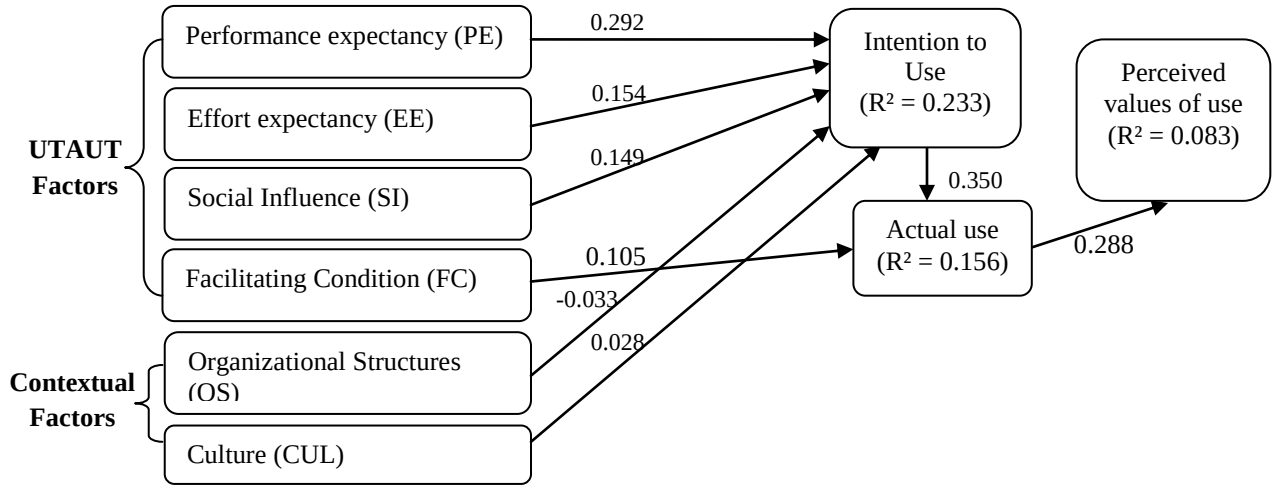
Table 9. Latent Variable Correlation and AVE square

	AU	BI	CUL	EE	FC	OS	PE	PVU	SI
AU	**0.734**								
BI	0.382	**0.947**							
CUL	0.032	0.100	**0.513**						
EE	0.205	0.368	0.091	**0.859**					
FC	0.212	0.306	0.106	0.622	**0.712**				
OS	0.169	0.267	0.255	0.510	0.430	**0.729**			
PE	0.350	0.441	0.124	0.548	0.433	0.489	**0.790**		
PVU	0.288	0.453	0.205	0.551	0.445	0.599	0.628	**0.751**	
SI	0.209	0.361	0.201	0.457	0.464	0.483	0.521	0.555	**0.777**

***Diagonal bold numbers are AVE square root.**

Tests on the inner model is done by looking at the value of R-square as a measurement of the model goodness of fit and along with *t*-values is used to test whether the hypotheses are suppported or not. Analysis on inner model also used to measure the magnitute of effect from each path on the model. Path coeffients of structural model from SmartPLS (standardized) are shown in Figure 7.

Figure 7. Path coefficient and Adjusted R^2 of Context-based UTAUT Model



Thus, the results can be interpreteted as follow; *performance expectancy* (PE) has the strongest effect on intention to use (BI), followed by *effort expectancy* (EE) and *social influence* (SI). These results indicate that the higher expectancy on performance improvement and minimum effort lead to higher intention to use intranet. *Performance expectancy* appears to be the strongest determinant of respondents' intention on using intranet. Previous studies suggest that power distance index on Indonesia's national culture is the dimension which causes this (Sriwindono & Yahya, 2012; 2014). *Social influence* also appears as a strong determinant factor for *intention to use*. This finding confirms the claim of Hofstede (2001) that Indonesia is country with collectivistic culture where others' perceptions possess influence on a person's behavior.

Organizational structures has minor negative effect on *intention to use* (-0.033) as proposed in the Hypothesis 5 that o*rganizational structures* has influence on *intention to use*. *Culture* (CUL) shown to have a very weak effect on *intention to use* (0.028), test on the latent variables correlation also show a weak correlation between *culture* (CUL) and intention to use. Thus, the Hypotesis 6 is proven. Furthermore, the six constructs explain 23.3 percent of the variance of the endogenous latent construct *intention to use* ($R^2 = 0.233$).

The coefficient value parameter or magnitude of variance of the endogenous latent construct *actual use* (AU) described by *facilitating conditions* (FC) and *intention to use* (BI) is 15.6 percent ($R^2 = 0.156$) while the rest is explained by other variables outside the model. Moreover, *actual use* found to explain only 8.3 percent ($R^2 = 0.083$) of the variance of *perceived value of use* (PVU). It indicates that in measuringh as system's value of use, duration of use, as proposed as the measurement item, is not playing a major role.

The measurement continues to the significance of effect from exogenous variables on endogenous variable by looking at the coefficient of parameter *t*. Table 10 shows that *performance expectancy* (PE-BI), *effort expectancy* (EE-BI) and *social influence* (SI-BI) have significant influence on *intention to use* (BI) since the empirical *t*-values are above the threshold ($t > 1.96$) at a confidence level of 95 percent ($\alpha = 0.05$). On the other hand, the influence of *organizational structures* and *culture* on *intention to use* was insignificant.

The influence of *intention to use* found to be significant on *actual use* (*t*-value = 8.739) as well as facilitating condition with t-value 2.252 ($\alpha = 0.05$). Finally, *actual use* was

statistically proven hold a significant positive relationship with *perceived values of use* (*t*-value = 7.541). This indicates that the use frequency determines the degree of impact from intranet to its users.

Table 10. Context-based UTAUT Model Hypotheses Test

Hypotheses	Path Coefficient	t-values (Significant at > 1.96)	Hypotheses Test
H1. Performance expectancy has a significant positive influence on intention to use the intranet. (PE – BI)	0.292	5.257	H1 was supported
H2. Effort expectancy has a significant positive influence on intention to use the intranet. (EE – BI)	0.154	2.701	H2 was supported
H3. Facilitating condition has a significant positive influence on actual usage of Intranet. (FC – AC)	0.105	2.252	H3 was supported
H4. Social influence has a significant positive influence on user's intention to use the intranet. (SI – BI)	0.149	2.881	H4 was supported
H5. Organizational structures influence the intention to use the intranet. (OS – BI)	0.028	0. 349	H5 was supported
H6. Culture is correlated to the intention to use intranet. (CUL – BI)	-0.033	0.633	H6 was supported
H7. Intention to use has significant positive influence on intranet actual usage. (BI – AU)	0.350	8.793	H7 was supported
H8. Perceived values of intranet use are influenced by the actual use of intranet. (AU – PVU)	0.288	7.541	H8 was supported

Another test was performed to find the best way to explain the cultural validity on Context-based UTAUT model. PLS algorithm and bootstrap technique also performed to measure the second model. In this model, *culture* and *organizational structures* were tested as moderating variables between the construct of original UTAUT (*performance expectancy, effort expectancy, and social influence*) and *intention to use*. *Facilitating condition* also used as a variable that influence behavioral intention on online consumers (Venkatesh, Thong, & Xin, 2012). Referring to the result of the study from Sriwindono & Yahya (2012) which suggest that in Indonesia, cultural dimensions possess influence to UTAUT factors.

At the second test, factors with insufficient loading based on the first test were excluded from the model. The reduction left 32 factors (measurement items) in the model. Generally, the result from the second test shows better constructs' reliability and validity compared to the result of the first model (see Table 11). This indicates that the second model has a higher reliability and validity. The complete factor loading of revised context-based UTAUT model on the second test is presented in Appendix C.

Table 11. Constructs' composite reliability and Constructs' AVE comparison on both tests

Constructs	Constructs' Composite Reliability		Constructs' AVE	
	First Test	**Second Test**	First Test	**Second Test**
Performance Expectancy (PE)	0.862	**0.917**	0.624	**0.787**
Effort Expectancy (EE)	0.918	**0.918**	0.738	**0.738**
Facilitating Condition (FC)	0.749	**0.827**	0.507	**0.706**
Social Influence (SI)	0.858	**0.858**	0.603	**0.603**
Organizational Structures (OS)	0.819	**0.819**	0.532	**0.532**
Culture (CUL)	0.616	**0.849**	0.263	**0.654**
Intention to use (BI)	0.963	**0.963**	0.896	**0.896**
Actual Use (AU)	0.773	**0.807**	0.538	**0.676**
Perceived Value of Use (PVU)	0.912	**0.911**	0.564	**0.562**

*Validity threshold AVE > 0.50
**Reliability threshold Construct Reliability > 0.70

Besides reliability and validity of the model, the magnitude of effect from each dependent variable also analyzed. The result of analysis with bootstrapping technique shows that neither *culture* nor *organizational structures* as moderating construct hold significant influence on *intention to use* ($\alpha = 0.05$). Contrary to the first test, *effort expectancy* and *facilitating condition* were found not to statistically significant when *culture* and *organizational structures* were placed as moderator between them and *intention to use.*

On the other hand, path analysis with PLS technique generally presents higher path coefficient between UTAUT dependent constructs and *intention to use* when *culture* and *organizational structures* were taken as moderator. The increase of path coefficient on *performance expectancy* and *social influence* indicate that *culture* and *organizational structures* foster the influence of these constructs on *intention to use.* Venkatesh, Thong, & Xin (2012) in their study on online consumer suggest that besides to the use behavior, *facilitating condition* also has influence on behavioral intention. The second test found that *facilitating condition* has influence on both *intention to use* and *actual use*, but only on *actual use* it shows a significant effect.

The second test shows that coefficient value parameter or the magnitude of the variance of the endogenous latent construct *intention to use* described by *performance expectancy, effort expectancy, social influence, facilitating condition,* while *organizational structures and culture* serve as moderating constructs is 24.8 percent ($R^2 = 0.248$). Furthermore, the variance of *actual use* described by *intention to use* and *facilitating conditions* which moderated by *organizational structure* is 16.9 percent ($R^2 = 0.169$) while

the rest is explained by other variables outside the model. Moreover, *actual use* found to explain only 7.9 percent (R^2 = 0.079) of the variance of *perceived value of use* (PVU). It indicates that perceived value of the use of intranet users only slightly influenced by their usage duration and frequency.

Regardless insignificant paths in the second test, the result of reliability and validity test indicate that *culture* and *organizational structures* could still be used as moderating variable for *performance expectancy*, *effort expectancy*, and *facilitating condition* as presented in Table 12.

Table 12. Reliability and Validity of Moderating Variables

	AVE*	Composite Reliability**
EE * CUL	0.611	0.949
EE * OS	0.734	0.978
FC * OS	0.647	0.936
PE * CUL	0.686	0.952
PE * OS	0.698	0.965
*Validity threshold AVE > 0.50		
**Reliability threshold CR > 0.70		

4.3.1. The Regional and Departmental Culture on Context-Based UTAUT

In regards to regional and departmental culture that may possess an influence to respondents besides the national culture, a set of analysis was performed to measure differences on results of the proposed Context-based UTAUT model based on respondents' location and department. PLS technique was performed for each region and department to measure the path coefficient and its significance. The results are summarized in Table 15 and Table 16.

The analyses found that each construct has different magnitude of influence in every region. In Java and Bali area, *performance expectancy* and *social influence* are the predictors of respondents' intention to use the intranet. *Facilitating condition* and *intention to use* are the variables that predict the *actual use* that plays as a predictor of *perceived values of use*.

In Sulawesi, none of six dependent variables are shown a significant effect whilst all of them have influence on *intention to use. Performance expectancy* and *effort expectancy* are found to have a high magnitude of influence on *intention to use,* followed by *social influence.* The result also shows that *intention to use* is influencing the *actual use* along with

facilitating condition. These findings indicate that in Sulawesi area intranet users are encouraged to use the system only if the required conditions fulfilled by the organization.

Table 13. Context-based UTAUT in different region

Path	Path Coefficient*				t-statistics**			
	Java and Bali	Sumatera	Kalimantan	Sulawesi	Java and Bali	Sumatera	Kalimantan	Sulawesi
PE -> BI	**0.322**	0.128	**0.456**	0.349	6,481	0.905	2,146	1,592
EE -> BI	0.088	**0.373**	0.272	0.218	1,801	2,105	1,086	1,241
SI -> BI	**0.145**	0.082	0.186	0.141	2,705	0.833	0.903	0.727
FC -> AU	**0.102**	0.009	**0.697**	**0.382**	2,545	0.061	2,188	3,447
OS -> BI	-0.024	0.012	0.144	-0.097	0.445	0.085	0.500	0.500
CUL -> BI	0.060	0.135	-0.064	-0.004	0.684	0.613	0.298	0.021
BI -> AU	**0.359**	**0.412**	0.022	**0.330**	9,902	2,851	0.091	2,726
AU -> PVU	**0.305**	**0.319**	0.220	**0.372**	7,748	3,247	0.464	3,461
* Bold path coefficients have significant *t*-statistic.								
** Significant at > 1.96								

In Kalimantan, there are only two paths that significance; those are the path of *facilitating condition* on *actual use* and the path of *performance expectancy* on *intention to use*. These indicate that in Kalimantan, the expectation on how intranet would increase their performance is the only significant predictor on the intention to use the intranet and the actual use of intranet relies on the facilities provided by organization. Contradictory, respondents in Sumatra region considered the amount of effort that they have to give in using intranet as the only significant factor for their intention to use the intranet. In Sumatera, intention to use is statistically significant in predicting actual use while facilitating condition has a very weak insignificant influence to actual use.

The same analysis was performed based on respondents' departments. The results show slight differences occur in the constructs' significance, while the path coefficients are almost the same. Compared to the whole respondents result, significant results present in Inspectorate General where *organizational structure*s and *culture* appear to have strong negative significant influence on behavioral intention (see Table 16). It indicates that in this department, stronger influence of *organizational structures* and *culture* result in lower intention to use the intranet. On the other hand, the influence of *culture* on *intention to use* in research department is positively significant. It means that in research department,

performance *expectancy*, *social influence* and *culture* are the determinant factor for intranet usage.

Table 14. Context-based UTAUT in different department

Path	Path Coefficient*				t-statistics**			
	(1)	(2)	(3)	(4)	(1)	(2)	(3)	(4)
PE -> BI	**0.349**	**0.299**	0.370	**0.211**	3,865	2,678	1,656	2,621
EE -> BI	**0.182**	0.137	-0.186	0.159	2,109	1,039	1,056	1,758
FC -> AU	0.095	0.204	**0.639**	0.119	1,344	1,274	6,063	1,498
SI -> BI	0.041	0.100	-0.067	**0.247**	0.516	0.723	0.527	3,180
OS -> BI	-0.006	-0.284	**-0.662**	0.026	0.081	1,628	6,015	0.347
CUL -> BI	-0.109	-0.046	**-0.368**	**0.118**	0.940	0.258	4,070	2,274
BI -> AU	**0.351**	**0.526**	**0.398**	**0.296**	6,077	4,428	2,017	3,840
AU -> PVU	**0.303**	**0.336**	**0.740**	**0.270**	5,428	2,356	8,371	5,404
(1) Secretariat General; (2) Directorate General; (3) Inspectorate General; (4) Research Agency								
* Bold path coefficients have significant *t*-statistic.								
** Significant at > 1.96								

To complete the comparison between regions and departments, R^2 that indicates the variance of endogenous variables from the model is presented in Table 17. The difference in variance indicates that influences of determinant factors are different in each region and department. However, due to the absence of further measurement on regional and department culture in this study, we could not make any conclusion about the possible reasons on these differences on variance.

Table 15. Variance of context-based UTAUT comparison

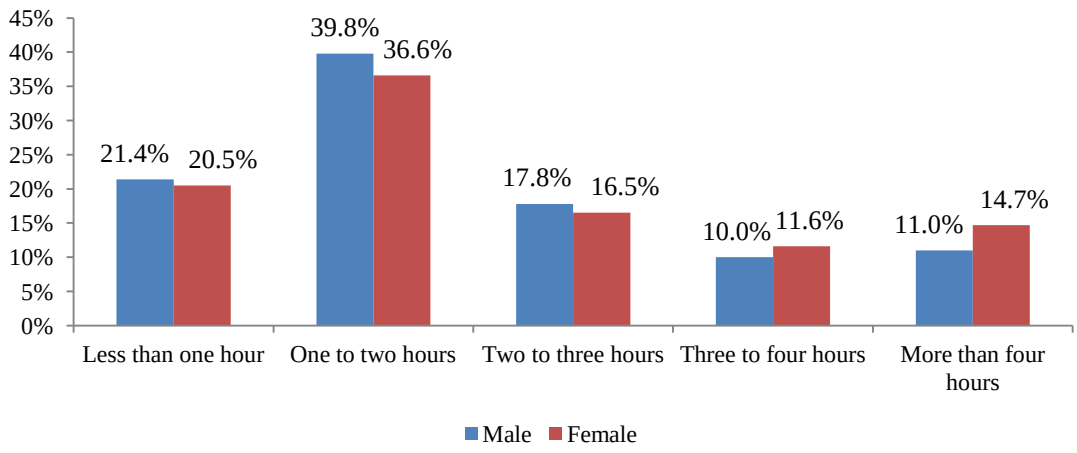
Endogenous Variable	Variance (R^2) based on Region				Variance (R^2) based on Department			
	Java and Bali	Sumatera	Kalimantan	Sulawesi	Secretariat General	Directorate General	Inspectorate General	Research Agency
Intention to use (BI)	0.156	0.174	0.492	0.334	0.258	0.181	0.839	0.330
Actual Use (AU)	0.223	0.298	0.750	0.302	0.149	0.321	0.764	0.131
Perceived Value of Use (PVU)	0.093	0.102	0.048	0.139	0.092	0.113	0.548	0.073

4.4. The Current Use of Intranet

In order to measure the current use of intranet, socio-demographics criteria are used as a basis to categorized intranet usage behavior. Based on the socio-demographic data we collected from the survey, the present study found that there is no significant difference on the average amount of time spent on intranet per day between male and female respondents.

Majority of respondents from both gender spend one to two hours per day on intranet usage. This result presents in Figure 8.

Figure 8. Percentage of time spent on intranet per day based on gender



However, when age was taken into account there are differences on the amount of time spent on intranet per day between male and female at the same stage of age. For instance, there is about 21.9 percent of female respondent at age 21 to 30 years old who spent more than four hours per day in using intranet, while only 11.4 percent of male respondent at the same age who spent the same amount of time. Different result also occurs on the older respondents group. On the group of 31-40 years old respondents, male respondents who use intranet more than four hours a day are larger in percentage than female respondents are. Findings on Table 13 show that the younger age (21 – 30 years old) female respondents spend more time on intranet per day compared to male respondents. On the other hand, at the older age (31 – 40 years old) female respondents spent less time on intranet compared to male respondents.

Table 16. User percentage of time spent on Intranet per day based on age and gender (Total N = 533)

Age	Gender	Time Spent on Intranet per day				
		Less than an hour	1 to 2 hours	2 to 3 hours	3 to4 hours	More than 4 hours
21 - 30	Male (N = 79)	31.6	36.7	12.7	7.6	11.4
	Female (N = 91)	18.7	30.8	13.2	15.4	21.9
31 – 40	Male (N = 119)	18.5	39.5	19.3	10.9	11.8
	Female (N = 79)	25.3	40.5	18.9	7.6	7.6
41 – 50	Male (N = 59)	20.3	37.2	16.9	13.6	11.9
	Female (N = 25)	20	40	8	12	20
Over 50	Male (N = 52)	13.5	48	23	7.7	7.7
	Female (N = 29)	13.8	41.4	27.6	10.3	6.9

4.4.1. Intranet as Online Workspace Usage

In regards to specific interest of the present study to intranet as online workspace, selected respondents are given a set of additional. The respondents were selected based on the frequency of assigned out of the office at minimum five times per year (i.e. How many times per year do you assigned to work out of the office?) and be part of a team of people from various different units (i.e. Have you ever be a part of cross-unit team (in the present time or in the past)?). Based on these criteria, a group of online workspace user consists of 157 respondents was found to be eligible and had valid responses. Respondents of online workspace could be classified as presented in Table 14.

Table 17. Online Workspace Respondents' Profile (N = 157)

Gender	Age	Employment Level				Working Period				
		General Functional Position (Staff)	Specific Functional Position	Echelons		< 2 years	2 - 4 years	5 - 7 years	8 - 10 years	> 10 years
Male	21 - 30	22	2	2		-	-	20	6	-
(N=99)	31 - 40	16	9	11		2	-	18	16	-
	41 - 50	4	1	14		2	1	7	8	1
	Over 50	4	2	12		2	1	5	9	1
Female	21 - 30	21	4	1		-	1	21	4	-
(N=58)	31 - 40	7	5	2		-	-	8	6	-
	41 - 50	-	-	4		-	-	1	3	-
	Over 50	1	3	10		-	-	2	11	1

Majority of respondents (55.8%) agreed that they use the intranet to access employees' services provided by the organization. Employee services refer to any services

related to employment and personnel financial services offered by the organization for its members that accessed via intranet, especially when they are located outside the office or not located in the same building as the service provider unit (e.g. Bureau of Personnel). The services that are categorized as employee services are leave permit application, personal employment data, individual key performance indicator (KPI), incentives, and official trip funding. There is absolutely no statement from respondents for being disagreed regarding the use of intranet to access employee services.

In terms of intranet use as working tools, 47.5% of respondents thought that the intranet is useful as working tools in support of their mobility. They also agree that intranet support them to work in a group by providing access to applications, forms and data that are required to perform particular task, especially those that related to administration and finance of public services operational.

Regarding the use of the intranet as a channel to communicate and socialize about 50.6% percent respondents agreed to the given statement. In addition, besides communicating about work related matters the intranet is also used to communicate about each other personal life in terms of delivering grief news or simply giving a birthday greetings to other organization members. The intranet also used to deliver current news about the condition of a particular unit or specific event held by the organization.

One main function of intranet as an online workspace is to support knowledge sharing and collaboration. More than 54 percent of respondent agreed that the current intranet is useful in supporting knowledge sharing and collaborative work in organization. The current intranet supports knowledge sharing and collaboration by providing cloud storage (file library), group discussion forum, internal mailing system and instant messaging. Based on the above findings, the majority of selected respondents agreed that they use the current intranet in the four dimensions of online workspace and agreed that intranet already works as online workspace that is very helpful during their assignment. The complete data presented in the table on Appendix D.

Analyses also performed to measure intranet use in terms of duration and frequency in both regular intranet users group and online workspace users group. The main function of the intranet as an online workspace is enabling employees to perform their tasks at any

possible time and venue. It also supports the teamwork of multi-department employees. Therefore, we expect to find the frequency and duration of use of the intranet by the online workspace users will be higher than regular intranet users.

Table 18. Intranet Usage Frequency and Duration (in percent)

Average Intranet Use per Week (Frequency)			**Time Spent on Intranet Per Day (Duration)**		
	Regular User (N=376)	**Online Workspace User (N=157)**		**Regular User (N=376)**	**Online Workspace User (N=157)**
Once a Week	1.1	0.0	Less than one hour	24.7	12.1
A few times per week	26.9	11.5	1 to 2 hours	37.8	40.1
Once a day	19.1	13.4	2 to 3 hours	15.2	22.3
Several times a day	51.1	72.6	3 to 4 hours	10.1	12.1
Once an hour	1.9	2.5	More than 4 hours	12.2	13.4
Total	**100.0**	**100.0**	**Total**	**100.0**	**100.0**

The result indicates that online workspace users show slightly higher percentage in usage frequency and duration (see Table 15). The difference indicates that employees with higher mobility (has more external assignations) still perform their regular tasks through the intranet, so that the usage duration and frequency of intranet are at minimum the same as employees who have lower mobility. In addition, users of online workspaces who are also involved in multi-department teamwork, thus, we expect them to have higher intranet usage frequency and duration than those who are not involved in any multi-department teamwork. Based on the analyses, the percentage of online workspace users is higher in the longer duration. Similar result also applies to usage frequency, which shows higher percentage on the more frequent intranet usage by the online workspace users. Thus, the results are in accordance with the previous expectations.

4.5. Impact of Intranet: Perceived Values of Intranet Use

In this part, analysis concerning values of intranet use in the perception of users is presented. As mentioned before that this study use the impact-value framework (Hammer & Mangurian, 1987) to develop a set of measurement items of the impact of intranet usage perceived by user. Studying impact of an information system on its users' performance has become an important factor to determine the value of the information system itself (Masrek, Karim, & Hussein, 2007). These measurement items use a 7-point Likert scale. Table 14 shows the measurement items on the impact of intranet usage along with the mean of answers from respondents (**N = 533**). Mean score represents the most preferred answer from respondents.

Table 19. Impact of intranet on user perception

Perceived Values of Intranet Use	Mean	Std. Deviation
Using "Intranet Kemenperin" accelerate me in performing task.	5.69	1.120
Using "Intranet Kemenperin" I encounter the right amount of work-relevant information in a format I can easily understand.	5.57	1.107
Using "Intranet Kemenperin" enable me to collaborating, designing, developing, and delivering new services for organization members and public.	5.24	1.204
Using the "Intranet Kemenperin" I can provide various services to the public nationwide.	5.06	1.298
Using "Intranet Kemenperin" has changed the way I communicate and collaborate with people from different levels of employment.	5.67	0.985
Using "Intranet Kemenperin" I store and share knowledge with colleagues.	5.73	0.895
Using "Intranet Kemenperin" I maintain my current network and build the new network within the organization.	5.68	0.950
Many people within our organization talk about the impact of "Intranet Kemenperin" to the way our organization operates.	5.05	1.245
Perceived values of Intranet Use	**5.46**	**1.100**

The mean of overall answer (5.46) indicates that generally respondents somewhat agreed to all statement about the impact of intranet to their performance. In terms of time efficiency, most respondents agreed that by using intranet they could increase their speed in performing task. Intranet also proved to reduce information float in the organization as shown that most of respondents agree that using intranet helps them encounter the right amount of work-relevant information, which served in a format that they could easily understand.

Intranet is also perceived to promote innovation, the statement "Using Intranet Kemenperin enable me to collaborating, designing, developing, and delivering new services for organization members and public" has mean score of 5.24, it indicates that respondents are somewhat agree that intranet support them in developing new ideas. This statement also indicates that intranet had helped in supporting them to work in-group. The similar score also shown by the statement that refers to intranet is enabling users to provide nationwide services. Utilization of intranet as an internet-based system allows public officer to deliver services without spatial boundaries.

In communication and collaboration impact, respondents' perceived intranet has changed the way they work with people from different levels of employment. Respondents also perceived intranet is useful in information management and social networking. Both statements in regards to relationship effectiveness have the mean score of 5.73 and 5.68. Overall, respondents do somewhat agree that the impact of intranet has been a subject of discussion within organization. It implies that intranet has impacts in the way organization is operates.

5. Conclusion

This study extends and test a theoretical model based on Unified Theory of Acceptance and Use of Technology (UTAUT) by adding two constructs; culture and organizational structure, which aimed to explain intranet use and impact in a particular organization. The statistical analyses of the survey data revealed that hypotheses in the proposed Context-based UTAUT model were fully supported. In addition, usage behavior of respondents used to support findings in actual use by presenting the duration of intranet use per day and the purposes of intranet utilization as an online workspace.

The study was conducted in Indonesian government agency with case study in Ministry of Industry (MoI) Republic of Indonesia. The selection is based on four major considerations: (1) limited number of study on technology acceptance and use within Indonesian government agencies context; (2) the bureaucratic reform in Indonesian government system which leads to the increase of IT utilization in delivering public services; (3) emerging use of intranet in Indonesian government agencies; and (4) integration of systems into intranet due to the digitalization of public services in MoI.

Based on the results of analysis that has been done in the present, it can be concluded as follows:

1. The present study shows the validity of unified theory of acceptance and use of technology (UTAUT) in a particular organizational and cultural context. The theory used in predicting antecedents of user's intention to use intranet, to what extent the intranet is used, and users' perception on values intranet usage. It contributes on theory development in the area of technology use, particularly within Indonesian government agencies context. It also indicates that its results are comparable with other previous studies conducted in different organizational and cultural context.
2. In terms of intranet usage duration, there is no difference between male and female respondent. Differences occur when age is taken into account. In regards to intranet usage as online workspace, the respondents were selected based on the frequency of assigned out of the office at minimum five times per year and be part of a team of people from various different departments/units. The majority of selected respondents (online workspace users, N=157) are agreeing that intranet has served as an online workspace

that supports their teamwork and mobility. Usage duration and frequency analyses show that the selected users (who use intranet as online workspace) use intranet more frequent and in a longer duration than regular users as expected by this study.

3. Results of context-based UTAUT analyses show that performance expectancy, effort expectancy, and social influence were proven to have significant and positive influence on intention of respondents in using intranet. This finding is in line with the original UTAUT study (Venkatesh, Morris, Davis, & Davis, 2003) with the intention to use variability explained by 23.5% of performance expectancy, effort expectancy, and social influence variables. The results also show that actual use variability only explained about 16.9% by facilitating condition and intention to use variables. A lower variability shown by actual use to perceived value of use, although it was proven that there is a causal relationship between the actual use and perceived value of use, the magnitude of influence is weak (7.9%).
4. Culture and organizational structure are found to have weak and insignificant influence as a direct determinant on behavioral intention. Furthermore, analysis on culture and organizational structure as moderating variables was performed to explore their influence on the model. The results show that the moderation role of culture and organizational structure are worth to be studied furthermore since both constructs are proven as valid and reliable constructs although the *t*-parameter of the paths is insignificant.
5. In regards to the impact of intranet use, respondents agree that intranet use has brought values for them in performing task, such as performance acceleration, reducing information float, supports in innovation, and reducing geographical and hierarchical distance between organization members. Respondents also perceived that intranet support them in maintaining and building new social networking within organization. The result of this study also offers useful implication for practitioner and for the organization in particular.

6. Discussion and Implication

6.1. Discussion

The aim of this study was to find out what is the current use of intranet, the validity of culture and organizational structures as determinant factors of use intention and to what extent users' perceived values as an impact of intranet use. Unified technology acceptance and use theory (UTAUT) was extended based on the context of the case study. Data from survey questionnaires distributed to employees of MoI of Republic of Indonesia was used to test the proposed context–based UTAUT model. The respondents were chosen on a basis of usage data from intranet login history.

The major difference between the present study and the original UTAUT (Venkatesh, Morris, Davis, & Davis, 2003) is the addition of culture and organizational structure as determinant factors of intention to use specific system, the intranet. Moreover, the original UTAUT study was conducted in three periods, before training, during training, and after training. This study only has one time data collection, but it was designed to survey participants at different stage of the use dimension all at once.

6.1.1. The use of intranet as online workspace

In regards to the current use of the intranet, the present study found no differences between male and female in terms of intranet usage duration per day. Different results occur when ages are taken into account where at the younger age female respondents spend more time on intranet per day than the male respondents are at the same stage of age. Contradictory, older female respondents are spending less time on intranet than male respondents are at the same age. One of the reasons is the job description for younger female in the organization are mostly relate to administration services that require high intensity of intranet use.

Differences in variance indicate that the influence of determinant factors is different in each region and department. Possible reasons for these differences are regional and departmental cultures, intranet infrastructures, and responsibilities of each department. In terms of intranet infrastructures, organization might provide the same qualification of ICT infrastructures for every department, but the distribution of internet technology in Indonesia is different in every region. Internet is available evenly in major regions as Java and Bali, but

in Sulawesi or Kalimantan it is another story. Different responsibilities in each department might have influence on intranet use since most features on intranet are developed based on specific task. For instance, a department is use intranet more than others are because it has more responsibilities on administrative task. However, due to the absence of further measurement on regional and department culture in this study, we could not make any conclusion about the possible reasons that related to cultural dimensions on these differences of variance.

6.1.2. The validity of culture on Context-based UTAUT model

Indonesia is a country with a high score of power distance and a low score on individualism dimension. Thus, we argued that individuals in Indonesian cultures would be more inclined to show respect to group interest and authority, so that individuals would conform to the expectation of others and the superior roles. Consequently, we expected a strong relationship between social influence and intention to use. The results shows that influence of social influence on intention to use in this study is consistent with Venkatesh et al. (2003) and Al-Gahtani et al. (2007) that there is a positive significant effect of social influence on intention to use.

The correlation between culture and intention to use is an influence of culture on behavioral intention. This finding is validated the previous studies that mentioned in Table 3. It shows that the variance of behavioral intention and use behavior explained by independent variables of UTAUT is different in every country. One-sided test was performed to measure the influence of culture on intention to use. The result indicates that the influence of culture on intention to use is weak and insignificant. This finding is different from that reported by Rajapakse (2011). He found that culture as a fifth construct of the UTAUT model has a significant effect on behavioral intention of ERP technology acceptance in Sri Lanka. Even so, the results of these tests can prove that culture does have an influence on intention to use. The result also shows that organizational structures construct is correlated with the intention to use and the actual use of intranet. The correlation between organizational structures and intention is a weak and insignificant influence of organizational structure on intention to use. The insignificant influence of organizational structures and culture might be caused by the perception of respondent on any form of organizational and cultural interference separately is not possess influence as strong as both combined as a social environment in organization.

The present study also found a relationship between culture and organizational structures. Consistent with Gibson (1994), culture is viewed as an embedded component of organizations and organization structure viewed as purposefully associated with certain cultural values. However the insignificant influence of organizational structure and culture in the present study is not in line with the findings of Leidner and Kayworth (2006) which suggest that the relationship between national culture and organization structures shapes how people in the organization adopt new technologies and result in differences in the use and outcomes of technologies.

Based on our findings, performance expectancy had the highest significant positive influence on intention to use. This conforms to the previous study by Venkatesh et al. (2003), Al-Gahtani et al. (2007), and Gogus, Nistor, and Lerche (2012) which also found the similar result on performance expectancy. These finding show that differences in organizational context and cultural background did not affect users' perception on performance improvement when they have to use a particular information technology. Respondents in all studied cultures perceive that they intend to use a particular technology, as it would help them to perform their task better, easier and faster.

In contrast to Al-Gahtani et al. (2007), the present study found a positive and significant influence of effort expectation on intention to use. This finding is consistent with Venkatesh et al. (2003) and Gogus, Nistor, and Lerche (2012). Although the use of the intranet in MoI of Republic of Indonesia is not new to most of the respondents, the sustainable development with the addition of new features and functions make it as a system that continues to have a new thing to learn.

Consistent with Venkatesh et al. (2003), facilitating conditions were found to have a positive and significant influence on use behavior, although it has a lower magnitude of infuence than performance expectancy and effort expectancy. Similar findings also suggested by Gogus, Nistor, and Lerche (2012), who state that facilitating condition is the main predictor of educational technology acceptance in Turkey. Differ from Venkatesh et al. (2003) and Al-Gahtani et al. (2007) who set age and experience as moderator on facilitating condition and use behavior intension, the present study was conducted by eliminating these factors.

The present study also found that behavioral intention has a positive and significant influence on use behavior. This finding is consistent with the basic concept of user acceptance models, that is, the intention to use information technology will affect the actual use of information technology (Venkatesh et al., 2003). However, perceived value of use is proven significantly influenced by actual use. User perception on intranet use values derives from the fit between users' expectations in performing task and the possibilities brought by the intranet to accomplish the expectation.

The difference can also be seen in the variance between original UTAUT that taken place in the U.S. it explained 70% of behavioral intention, while study by Venkatesh and Zhang (2010) in China explain about 64% UTAUT of the variance by including the moderation variable (i.e. age, gender, experience, and voluntariness of use). Whereas Al-Gahtani et al. (2007) found that the variance of behavioral intention explained about 35.3% in Saudi Arabia and the present study found 23.5% of variance of intention in Indonesia by eliminating the original moderation variables. This indicates that UTAUT does not work exactly the same in every country and this study confirmed that culture plays an important role in the context of UTAUT although not as a construct that influences intention to use directly. For the record, it is important to note that the addition of context to the model in the present study may affect the results.

6.2. Implications

6.2.1. Implication of Context-based UTAUT Model

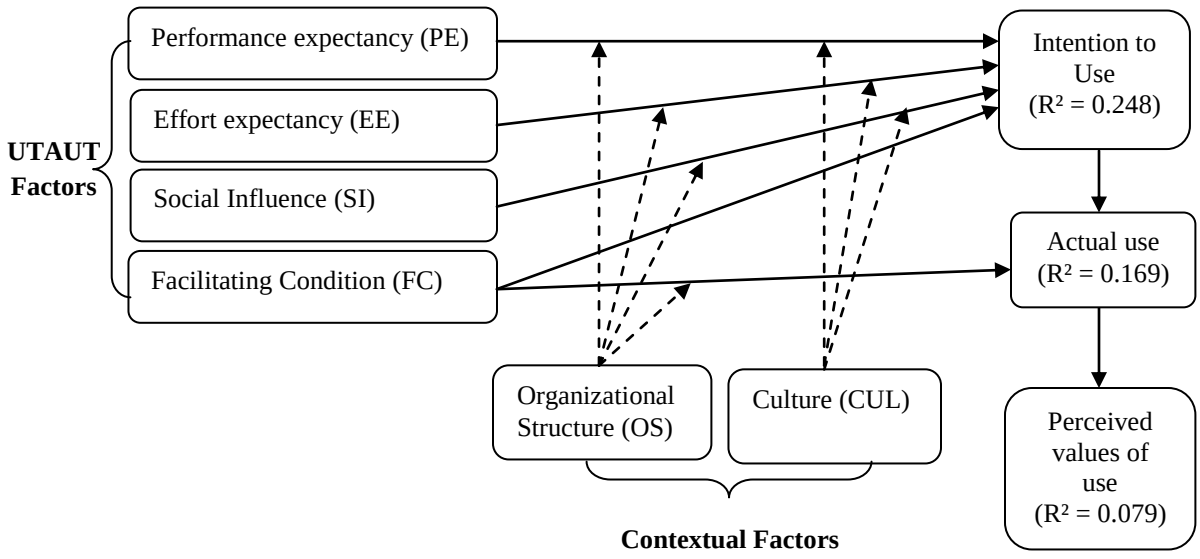
The present study explores the usage of intranet, particularly within Indonesian government agencies context. The results of this study supported all proposed hypotheses. The proposed extension of UTAUT model was not statistically significant as direct factors on behavioral intention, but it is useful to keep culture and organizational structure as moderating factors between original UTAUT determinant factors and behavioral intention. Study by Sriwindono & Yahya (2012) suggested that national culture dimensions influence independent factors of UTAUT.

It is found that performance expectancy, effort expectancy and social influence have influence the intention to use, while facilitating condition and intention to use influence the actual use, conforming to previous studies by Venkatesh et al. (2003), Al-Gahtani et al.

(2007), and Gogus, Nistor, and Lerche (2012). In contrast to Rajapakse (2011) findings, culture found to be insignificant determinant of intention. In line with previous research by which states that organizational structure is a manifestation of culture, in this study, organizational structures shown to be associated with culture.

Finally, this study presents the revised context-based UTAUT model which is suitable for the cultural dimensions that are generally considered to affect technology acceptance and use in Indonesia which emphasize the role of performance expectancy, social influence and effort expectancy and moderated by culture and organizational structure as a context on model implementation.

Figure 9. Revised Context-based UTAUT Model



6.2.2. Implication for Intranet as Online Workspace Development

Intranet as online workspace is considered as a new concept of information system in government agency. Whereas the current intranet development in this sector already reach the stage of intranet as online workspace. IT department of government agency in various part of Indonesia would benefit from the findings of the present study by understanding which factor should be taken into account on adopting new technologies and how the organization members' perceive using the technologies. Thus, this study formulates several recommendations for organization in regards to intranet utilization as follows:

1. Performance Expectancy is the most influential factor of Intention to Use. It means that in introducing new concept information system or its new features, IT managements have to ensure that the potential user received sufficient amount of prior information regarding the job performance improvement that could be achieved by using intranet as online workspace. In other words, IT management should assure that the information about intranet usability conveyed properly to potential users. Thus, performance expectancy will increase users' intention on intranet use. As presented before, intention to use is a significant predictor for the actual use.
2. In order to increase users' intention on using the intranet, the amount of users' effort that is required to use the intranet should be taken as a consideration given the varied background of users. Users' effort expectancy also shows an important role in influencing intention to use. The more users perceive that the intranet technology is easy to use, the stronger intention they have to use it. Adequate trainings and manuals are things that should be concerned when the IT management wants to introduce new features of intranet. Both performance and effort expectancy are internal factors influence individual decision to use a particular technology.
3. Social influence in organizations emerges from superior's commitment, since superiors are important matters in culture with high power distance index. In addition, peer pressure in collectivistic culture also has a great influence on individual's behavior. In Indonesian government agencies, superiors' commitment and peer pressure emerge in their involvement on intranet usage and development is the factors that will increase intranet usage in the whole organization.
4. Based on two open questions presented to respondents at the survey, it can be concluded that the technology needs to be added to the intranet are online collaborative tools and the intranet in mobile platform. Online collaborative tools, such as an online worksheet, are intended to facilitate the user in doing a project together. This feature is expected to complete the existing document-sharing feature. Intranet in mobile platform is intended to enable users to access a variety of features and services within the intranet through their portable devices without having

technical problems with the settings that make it difficult for such access. This feature will fully support users with high mobility.

6.3. Limitations and Future Studies

Results of the present study should be understood in the context of its limitation. First, the study was conducted in a single organization. Since there are different types of government agencies that have different organizational structures, additional organization could enrich the result and made it more representative. Second, the present study missed the specified measurement on culture, so it is hard to distinguish the level of the existing culture; it is either national culture, regional culture, or organizational culture. Furthermore, In the future, to explore more about the influence of organizational structure and culture on technology use and impact, another type of organization and cultural dimensions measurement should be involved.

Third, the study was conducted based on cross sectional data, it is harder to measure the behavioral intention. Concerning target population, the data gained through an observation on users' login history of four weeks and conducted at one point of time. The minimum criteria proposed by the study considered burdensome because at the end this observation, 4344 employees were eligible as respondents. The big number, nevertheless, resulted in relatively low response for the 4 weeks survey period. At the end of survey, there were only 644 responses gathered that resulted in 533 valid responses. Although based on 533 respondents several significant results have been achieved, a larger sample would be more convenient to use for the complicated statistical analysis and is expected to provide better prediction which representing the population. Finally, additional factors such as user satisfaction and system quality might be incorporated to the model to better explore about intranet use and impact in government agencies.

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8. Appendices

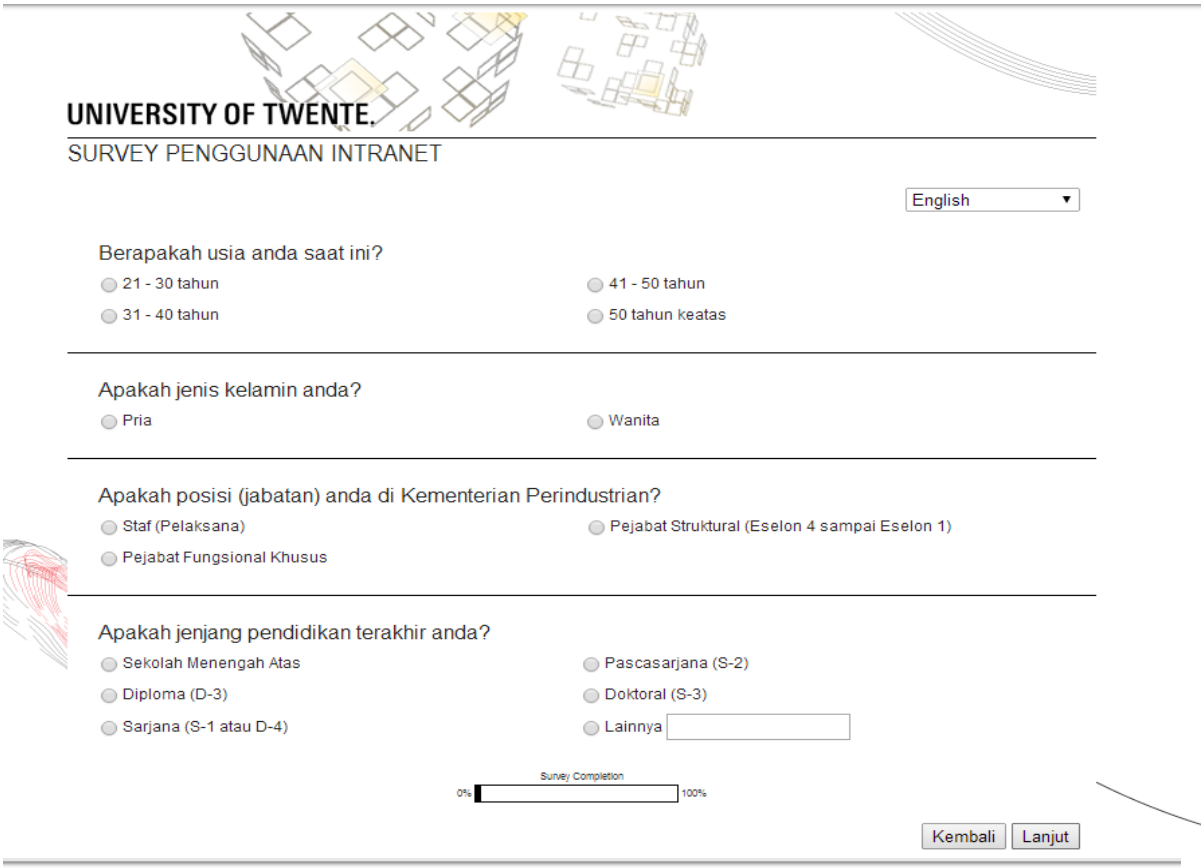
8.1. Appendix A. Table of Operationalization

No	Construct and Definition	Measurement items for "Intranet Kemenperin"		Reference (s)
1	**Performance Expectancy (PE)** Individual beliefs that using intranet as virtual workspace will improve his performance; adapted from Venkates et al. (2003)	PE1	I find "Intranet Kemenperin" useful in my job	Adapted from Venkatesh et al. (2003)
		PE2	Using "Intranet Kemenperin" increases my productivity	
		PE3	Using "Intranet Kemenperin" enables me to accomplish tasks quickly	
		PE4	If I use "Intranet Kemenperin" I increase my chances of getting a promotion	
2	**Effort expectancy (EE)** Individual beliefs that using intranet as virtual workspace is free of effort; adapted from Venkatesh et al. (2003)	EE1	My interaction with "Intranet Kemenperin" is clear and understandable	Adapted from Venkatesh et al. (2003)
		EE2	It is easy to become skillful at using "Intranet Kemenperin" application	
		EE3	Learning to operate "Intranet Kemenperin" is easy for me	
		EE4	I find that "Intranet Kemenperin" is easy to use	
3	**Facilitating condition (FC)** The degree of individual beliefs in organizational and technical infrastructure will support them in using intranet; adapted from Venkatesh et al.(2003)	FC1	I have the knowledge necessary to use the intranet	Adapted from Venkatesh et al. (2003)
		FC2	A specific person is available for assistance with intranet difficulties	
		FC3	I have the resources necessary to use the "Intranet Kemenperin"	
		FC4	"Intranet Kemenperin" is not compatible with other system I use	
4	**Social Influence (SI)** The degree of how much peer pressure perceived by individuals to use the intranet as virtual workspace; adapted from Venkatesh et al. (2003)	SI1	People who are important to me think that I should use the "Intranet Kemenperin"	Adapted from Venkatesh et al. (2003)
		SI2	People who influence my behavior think that I should use "Intranet Kemenperin"	
		SI3	The senior management of this organization has been helpful in the use of the system	
		SI4	In general, the organization has supported me to use "Intranet Kemenperin"	
5	**Organizational Structure (OS)** The perceived formal arrangement of jobs in an organization; Robbins & Barnwell (2006); Welch & Padney (2006)	OS1	The available rules and procedures of tasks support me to use "Intranet Kemenperin".	Developed from Welch and Padney (2006)
		OS2	Online forms and transactions on "Intranet Kemenperin" are based on the existing policies.	
		OS3	I use "Intranet Kemenperin" to deal with the differentiation (e.g. geographical location, hierarchical position, and job specialization) in the organization	
		OS4	"Intranet Kemenperin" enables knowledge sharing from lower employment level to upper employment level	
		OS5	Authority is being handed over from upper to lower organizational levels	

		OS6	Decision-making process for any organizational policy occurs only at the central level and the results are disseminated to all branches	
6.	**Culture (CUL)** The collective programming of the mind of a member of nation which influence the behavior; developed from Hofstede et al. (2010)	CUL1	In the organization, orderliness and consistency are stressed, even at the expense of experimentation and innovation	Developed from House et al. (2004)
		CUL2	In the organization, requirement and instruction are spelled out in detail so employees know what they are expected to do	
		CUL3	In this organization, the members are expected to follow their leaders	
		CUL4	In this organization, all works carried out by the employees are the order of their superiors.	
		CUL5	In this organization, leaders encourage group loyalty even if individual goals suffer	
		CUL6	In this organization, the members are developed together as a group than individual.	
		CUL7	The men of the organization are encourage more that woman in attain a higher position.	
		CUL8	Both men and women have the same opportunities in accessing self-improvement program in the organization	
		CUL9	In the organization the accepted norm is to accept the status quo rather than to plan the future.	
		CUL10	People in the organization are placed more emphasis on solving current problem rather than planning for the future.	
7.	**Intention to use (BI)** Individual intention to use intranet in the future; Developed from Venkatesh et al. (2003)	BI1	I intent to use the "Intranet Kemenperin" on a daily basis	Developed from Venkatesh et al. (2003)
		BI2	I predict I would use the intranet on a daily basis	
		BI3	I plan to use the "Intranet Kemenperin" on a daily basis	
8.	**Intranet Actual Use (AU)** Individual intranet use intensity; Developed from Iivari (2005)	AU1	On average, in a week I use "Intranet Kemenperin"	Developed from Iivari (2005)
		AU2	In a day I use "Intranet Kemenperin" for	
		AU3	In a single use, I utilize "Intranet Kemenperin" for	
9.	**Perceived values of use (PVU)** Individual perception on perceived impact of intranet usage in his/her performance; developed from Hammer & Mangurian (1987)	PVU1	Using "Intranet Kemenperin" accelerate me in performing task.	Developed from Hammer & Mangurian (1987)
		PVU2	Using “Intranet Kemenperin” I encounter the right amount of work-relevant information in a format I can easily understand.	
		PVU3	Using “Intranet Kemenperin” enable me to collaborating, designing, developing, and delivering new services for organization members and public.	
		PVU4	Using "Intranet Kemenperin" enable me to work with people from other units and locations.	
		PVU5	Using “Intranet Kemenperin” I could work from any location that is possible for me.	
		PVU6	Using the "Intranet Kemenperin" I can provide various services to the public nationwide.	

		PVU7	Using “Intranet Kemenperin” has changed the way I communicate and collaborate with people from different levels of employment.	
		PVU8	Using "Intranet Kemenperin" I store and share knowledge with colleagues.	
		PVU9	Using "Intranet Kemenperin" I maintain my current network and build the new network within the organization.	
		PVU10	Many people within our organization talk about the impact of “Intranet Kemenperin” to the way our organization operates.	

8.2. Appendix B. Online Survey



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SURVEY PENGGUNAAN INTRANET

English

Berapakah usia anda saat ini?

- 21 - 30 tahun
- 31 - 40 tahun
- 41 - 50 tahun
- 50 tahun keatas

Apakah jenis kelamin anda?

- Pria
- Wanita

Apakah posisi (jabatan) anda di Kementerian Perindustrian?

- Staf (Pelaksana)
- Pejabat Struktural (Eselon 4 sampai Eselon 1)
- Pejabat Fungsional Khusus

Apakah jenjang pendidikan terakhir anda?

- Sekolah Menengah Atas
- Diploma (D-3)
- Sarjana (S-1 atau D-4)
- Pascasarjana (S-2)
- Doktoral (S-3)
- Lainnya

Survey Completion 0% 100%

Kembali Lanjut

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SURVEY PENGGUNAAN INTRANET

English

Yth. Pengguna Intranet Kementerian Perindustrian,

Berikut adalah survey mengenai pemanfaatan media dalam organisasi yang digunakan dalam penelitian yang berjudul "The Online Workspace: The Use and Impact of Intranet in Indonesian Government Agencies".

Penelitian ini dilakukan sebagai salah satu persyaratan dalam menyelesaikan tugas belajar serta penyusunan tesis pada program peminatan Media and Communication Studies di University of Twente, Belanda.

Tujuan dari penelitian ini adalah untuk mengetahui perilaku penggunaan media intranet di organisasi pemerintahan di Indonesia serta memberikan gambaran mengenai manfaat yang dirasakan pengguna intranet dari segi efektivitas, efisiensi dan inovasi dalam bekerja. Untuk itu, pengisian yang jujur dan objektif sangat diharapkan dalam penelitian ini.

Perlu diketahui bahwa semua informasi yang disampaikan dalam kuesioner ini akan dijamin kerahasiaan dan anonimitasya serta hanya akan digunakan untuk kepentingan penelitian ini semata.

Pada akhir survey ini tersedia 25 paket voucher pulsa telepon seluler yang akan diberikan pada Juli 2014.
Terima kasih atas bantuan dan kerjasama anda.

Peneliti,
Dwi Fitriani*

**Pelaksana pada Subbidang Pelayanan Internal, Pusat Data dan Informasi Kementerian Perindustrian, Mahasiswa University of Twente pada program Master of Communication Studies.*

Survey Completion 0% 100%

Lanjut

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SURVEY PENGGUNAAN INTRANET

English

Berapa lama anda telah bekerja di Kementerian Perindustrian?

- Kurang dari dua tahun
- Dua sampai empat tahun
- Lima sampai tujuh tahun
- Delapan sampai sepuluh tahun
- Lebih dari 10 tahun

Apakah unit kerja anda?

- Sekretariat Jenderal
- Direktoral Jenderal
- Inspektorat Jenderal
- Badan Penelitian (BPKIMI)

Apakah bidang pekerjaan anda?

- Administrasi dan Keuangan
- IT
- Kepegawaian
- Komunikasi dan Pemasaran
- Pendidikan (Dosen atau Guru)
- Penelitian dan Pengembangan
- Program dan Perencanaan

Kantor anda berlokasi di pulau?

- Jawa dan Bali
- Sumatera
- Kalimantan
- Sulawesi

UNIVERSITY OF TWENTE.

SURVEY PENGGUNAAN INTRANET

English

Performance Expectancy

	Sangat Tidak Setuju	Tidak Setuju	Agak Tidak Setuju	Netral	Agak Setuju	Setuju	Sangat Setuju
"Intranet Kemenperin" berguna dalam pekerjaan saya.							
"Intranet Kemenperin" meningkatkan produktivitas saya.							
"Intranet Kemenperin" memungkinkan saya menyelesaikan pekerjaan dengan cepat.							
"Intranet Kemenperin" meningkatkan kesempatan saya dalam mendapatkan promosi karir.							

Effort Expectancy

	Sangat Tidak Setuju	Tidak Setuju	Agak Tidak Setuju	Netral	Agak Setuju	Setuju	Sangat Setuju
Interaksi saya dengan "Intranet Kemenperin" jelas dan dapat dimengerti.							
Mudah bagi saya untuk menjadi mahir dalam menggunakan aplikasi pada "Intranet Kemenperin".							
Mudah bagi saya untuk mempelajari cara menggunakan "Intranet Kemenperin".							
Saya menganggap bahwa "Intranet Kemenperin" mudah untuk digunakan.							

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SURVEY PENGGUNAAN INTRANET

English

Facilitating Condition

	Sangat Tidak Setuju	Tidak Setuju	Agak Tidak Setuju	Netral	Agak Setuju	Setuju	Sangat Setuju
Saya memiliki pengetahuan yang dibutuhkan untuk menggunakan "Intranet Kemenperin"	○	○	○	○	○	○	○
Seseorang khusus disediakan oleh Kementerian Perindustrian untuk membantu saya menyelesaikan masalah yang berhubungan dengan intranet.	○	○	○	○	○	○	○
Saya memiliki sumber daya (perangkat komputer/laptop, jaringan internet, dan keterampilan) yang dibutuhkan untuk menggunakan "Intranet Kemenperin".	○	○	○	○	○	○	○

Social Influence

	Sangat Tidak Setuju	Tidak Setuju	Agak Tidak Setuju	Netral	Agak Setuju	Setuju	Sangat Setuju
Orang yang saya anggap penting berpikir bahwa saya harus menggunakan "Intranet Kemenperin".	○	○	○	○	○	○	○
Orang yang mempengaruhi perilaku saya berpikir bahwa saya harus menggunakan "Intranet Kemenperin".	○	○	○	○	○	○	○
Para pejabat di Kementerian Perindustrian membantu saya dalam menggunakan intranet.	○	○	○	○	○	○	○
Secara umum, Kementerian Perindustrian telah mendukung saya untuk menggunakan intranet.	○	○	○	○	○	○	○

Survey Completion

0% 100%

Kembali Lanjut

English

Organizational Structure

	Sangat Tidak Setuju	Tidak Setuju	Agak Tidak Setuju	Netral	Agak Setuju	Setuju	Sangat Setuju
Form dan transaksi online pada "Intranet Kemenperin" telah sesuai dengan peraturan yang berlaku.	○	○	○	○	○	○	○
"Intranet Kemenperin" memungkinkan proses berbagi pengetahuan antara pegawai dengan jabatan yang rendah dan pegawai dengan jabatan yang tinggi.	○	○	○	○	○	○	○
Otoritas diberikan oleh pegawai dengan jabatan yang lebih tinggi ke pegawai dengan jabatan yang lebih rendah.	○	○	○	○	○	○	○
Proses pengambilan keputusan dilakukan secara terpusat yang kemudian didistribusikan keseluruh organisasi.	○	○	○	○	○	○	○

National Culture

	Sangat Tidak Setuju	Tidak Setuju	Agak Tidak Setuju	Netral	Agak Setuju	Setuju	Sangat Setuju
Keteraturan dan konsistensi sangat ditekankan dalam organisasi, bahkan sampai mengorbankan eksperimentasi dan inovasi.	○	○	○	○	○	○	○
Di dalam organisasi ini, pegawai diharapkan untuk mengikuti pimpinan mereka.	○	○	○	○	○	○	○
Di dalam organisasi ini, semua pekerjaan yang dilakukan pegawai merupakan perintah dari atasannya.	○	○	○	○	○	○	○
Dalam organisasi ini, para pemimpin mendorong loyalitas kelompok bahkan sampai mengorbankan kepentingan individu.	○	○	○	○	○	○	○
Pegawai pria di dalam organisasi lebih didorong untuk mencapai posisi yang lebih tinggi ketimbang pegawai wanita.	○	○	○	○	○	○	○
Norma yang diterima di dalam organisasi adalah untuk menerima keadaan saat ini daripada untuk merencanakan masa depan.	○	○	○	○	○	○	○
Orang-orang di dalam organisasi lebih menekankan pada pemecahan masalah saat ini ketimbang merencanakan untuk masa depan.	○	○	○	○	○	○	○

Survey Completion

0% 100%

Kembali Lanjut

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SURVEY PENGGUNAAN INTRANET

English

Intention to Use

	Sangat Tidak Setuju	Tidak Setuju	Agak Tidak Setuju	Netral	Agak Setuju	Setuju	Sangat Setuju
Saya berniat untuk menggunakan "Intranet Kemenperin" setiap hari.							
Saya memprediksikan bahwa saya akan menggunakan "Intranet Kemenperin" setiap hari.							
Saya berencana untuk menggunakan "Intranet Kemenperin" setiap hari.							

Survey Completion

0% 100%

Kembali Lanjut

Survey Powered By Qualtrics

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SURVEY PENGGUNAAN INTRANET

English

Perceived Value of Use

	Sangat Tidak Setuju	Tidak Setuju	Agak Tidak Setuju	Netral	Agak Setuju	Setuju	Sangat Setuju
Menggunakan "Intranet Kemenperin" mempercepat saya dalam melakukan pekerjaan.							
Menggunakan "Intranet Kemenperin", saya menemukan informasi terkait pekerjaan dalam jumlah yang tepat serta dalam format yang mudah dimengerti.							
Menggunakan "Intranet Kemenperin" saya dapat berkolaborasi, mendesain, mengembangkan, dan menyampaikan pelayanan yang baru kepada publik.							
Menggunakan "Intranet Kemenperin" saya dapat memberikan beragam pelayanan publik secara nasional.							
Menggunakan "Intranet Kemenperin" telah merubah cara saya berkomunikasi dan bekerja sama dengan orang dari berbagai jabatan.							
Menggunakan "Intranet Kemenperin" saya dapat menyimpan dan membagikan pengetahuan yang saya miliki.							
Menggunakan "Intranet Kemenperin" saya memelihara relasi saya saat ini dan membuat relasi baru di dalam organisasi.							
Banyak orang di dalam organisasi kami yang membicarakan tentang dampak dari "Intranet Kemenperin" terhadap cara kerja organisasi kami.							

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SURVEY PENGGUNAAN INTRANET

English

Secara rata-rata dalam satu minggu saya menggunakan intranet sebanyak:

- Satu kali per minggu
- Beberapa kali per minggu
- Satu kali per hari
- Beberapa kali per hari
- Satu kali per jam

Dalam satu hari, saya menggunakan "Intranet Kemenperin" selama:

- Kurang dari satu jam
- Satu sampai dua jam
- Dua sampai tiga jam
- Tiga sampai empat jam
- Lebih dari empat jam

Dalam sekali pemakaian, saya menggunakan "Intranet Kemenperin" selama:

- Kurang dari 30 menit
- 30 menit sampai satu jam
- Satu sampai dua jam
- Dua sampai tiga jam
- Lebih dari tiga jam

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SURVEY PENGGUNAAN INTRANET

English

Dalam satu tahun, berapa kali anda ditugaskan ke luar kantor?
(Baik melakukan perjalanan dinas maupun menghadiri pertemuan di luar kantor)

- Satu sampai lima kali per tahun
- Lebih dari lima kali per tahun

Survey Completion

0% 100%

Kembali Lanjut

Survey Powered By Qualtrics

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SURVEY PENGGUNAAN INTRANET

English

Apakah anda pernah dan/atau sedang ditugaskan untuk tergabung ke dalam tim kerja yang melibatkan pegawai dari unit lain?

- Ya
- Tidak

Survey Completion

0% 100%

Kembali Lanjut

Survey Powered By Qualtrics

Pilihlah pernyataan yang paling sesuai dengan pendapat anda.

Enterprise Services

	Sangat Tidak Setuju	Tidak Setuju	Agak Tidak Setuju	Netral	Agak Setuju	Setuju	Sangat Setuju
Saya menggunakan "Intranet Kemenperin" untuk mengakses layanan kepegawaian.							
Saya menggunakan "Intranet Kemenperin" untuk mendapat bantuan dan dukungan saat saya menemui kesulitan atau memiliki pertanyaan tentang pekerjaan.							
Saya menggunakan "Intranet Kemenperin" untuk memonitor capaian kinerja saya.							
Saya menggunakan "Intranet Kemenperin" untuk memperbaharui informasi pribadi saya.							

Pilihlah pernyataan yang paling sesuai dengan pendapat anda.

Working Tools

	Sangat Tidak Setuju	Tidak Setuju	Agak Tidak Setuju	Netral	Agak Setuju	Setuju	Sangat Setuju
Saya menggunakan data dan informasi yang tersedia pada "Intranet Kemenperin" sebagai materi pekerjaan.							
Saya menggunakan aplikasi pada "Intranet Kemenperin" untuk melakukan pekerjaan tertentu.							
Saya menggunakan aplikasi pada "Intranet Kemenperin untuk menyelesaikan tugas rutin saya.							
"Intranet Kemenperin" telah menjadi bagian yang tak terpisahkan dari cara saya bekerja.							
Sikap kebanyakan orang terhadap "Intranet Kemenperin" dapat disimpulkan dengan pernyataan "Saya tidak tahu bagaimana saya bisa bekerja tanpa intranet".							

Pilihlah pernyataan yang paling sesuai dengan pendapat anda.

Communication and Socialization

	Sangat Tidak Setuju	Tidak Setuju	Agak Tidak Setuju	Netral	Agak Setuju	Setuju	Sangat Setuju
Saya menggunakan "Intranet Kemenperin" untuk berkomunikasi mengenai pekerjaan dengan rekan saya.	○	○	○	○	○	○	○
Saya menggunakan "Intranet Kemenperin" untuk berkomunikasi dengan rekan mengenai hal yang tidak terkait pekerjaan.	○	○	○	○	○	○	○
Saya menggunakan "Intranet Kemenperin" untuk berkomunikasi dengan orang yang jabatannya lebih tinggi dari saya.	○	○	○	○	○	○	○
Saya menggunakan "Intranet Kemenperin" untuk berkomunikasi dengan sejawat saya saja.	○	○	○	○	○	○	○
Saya menggunakan "Intranet Kemenperin" untuk berkomunikasi dengan orang yang jabatannya lebih rendah dari saya.	○	○	○	○	○	○	○
Saya menggunakan "Intranet Kemenperin" untuk mendapatkan informasi terbaru mengenai keadaan organisasi saya.	○	○	○	○	○	○	○
Efek menyeluruh dari "Intranet Kemenperin" adalah membuat anggota organisasi kami menjadi komunikator yang lebih baik.	○	○	○	○	○	○	○

Pilihlah pernyataan yang paling sesuai dengan pendapat anda.

Knowledge and Collaboration

	Sangat Tidak Setuju	Tidak Setuju	Agak Tidak Setuju	Netral	Agak Setuju	Setuju	Sangat Setuju
Saya menggunakan "Intranet Kemenperin" untuk membagi pengetahuan yang terkait pekerjaan dengan rekan saya.	○	○	○	○	○	○	○
Saya menggunakan "Intranet Kemenperin" untuk mendapatkan pengetahuan yang terkait pekerjaan.	○	○	○	○	○	○	○
Saya menggunakan "Intranet Kemenperin" untuk menyimpan (tanpa membagi) pengetahuan yang terkait dengan pekerjaan.	○	○	○	○	○	○	○
Saya menggunakan "Intranet Kemenperin" untuk berkolaborasi dengan pegawai dari unit lain.	○	○	○	○	○	○	○
"Intranet Kemenperin" mendorong kerjasama dalam organisasi kami.	○	○	○	○	○	○	○

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SURVEY PENGGUNAAN INTRANET

English ▾

Menurut anda, fitur apa yang perlu ditambahkan kedalam "Intranet Kemenperin" untuk mendukung mobilitas anda dalam bekerja?

Menurut anda, fitur apa yang perlu ditambahkan kedalam "Intranet Kemenperin" untuk mempermudah kerjasama antar unit di Kementerian Perindustrian?

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SURVEY PENGGUNAAN INTRANET

English

Ini adalah akhir dari kuesioner penelitian
"The Online Workspace: The Use and Impact of Intranet in Indonesian Government Agencies".

Apabila anda ingin mengetahui lebih lanjut mengenai penelitiani ini, anda dapat menghubungi dwifitriani@student.utwente.nl.

Terima kasih atas partisipasi anda.

Survey Completion
0% 100%

Kembali Lanjut

Survey Powered By Qualtrics

8.3. Appendix C. Items Loading of Context-based UTAUT Model on the Second Test

Following are the summary of the result from factor analysis of context-based UTAUT model as mentioned in section 4.4.

Constructs	Items	Items Loadings	Constructs' Composite Reliability	Constructs' AVE
Performance Expectancy (PE)	PE_1	0.87	0.917	0.787
	PE_2	0.905		
	PE_3	0.886		
Effort Expectancy (EE)	EE_1	0.783	0.918	0.738
	EE_2	0.867		
	EE_3	0.905		
	EE_4	0.877		
Facilitating Condition (FC)	FC_1	0.782	0.827	0.706
	FC_3	0.895		
Social Influence (SI)	SI_1	0.83	0.858	0.603
	SI_2	0.867		
	SI_3	0.717		
	SI_4	0.677		
Organizational Structures (OS)	OS_1	0.744	0.819	0.532
	OS_2	0.766		
	OS_4	0.715		
Culture (CUL)	CUL_2	0.888	0.849	0.654
	CUL_3	0.839		
	CUL_4	0.686		
Intention to use (BI)	BI_1	0.937	0.963	0.896
	BI_2	0.952		
	BI_3	0.951		
Actual Use (AU)	AU_1	0.85	0.807	0.676
	AU_2	0.794		
Perceived Value of Use (PVU)	PVU_1	0.798	0.911	0.562
	PVU_2	0.802		
	PVU_3	0.775		
	PVU_4	0.778		
	PVU_5	0.725		
	PVU_6	0.725		
	PVU_7	0.708		
	PVU_8	0.681		

8.4. Appendix D. Percentage of Respondents Answer on Purposes of Intranet Use

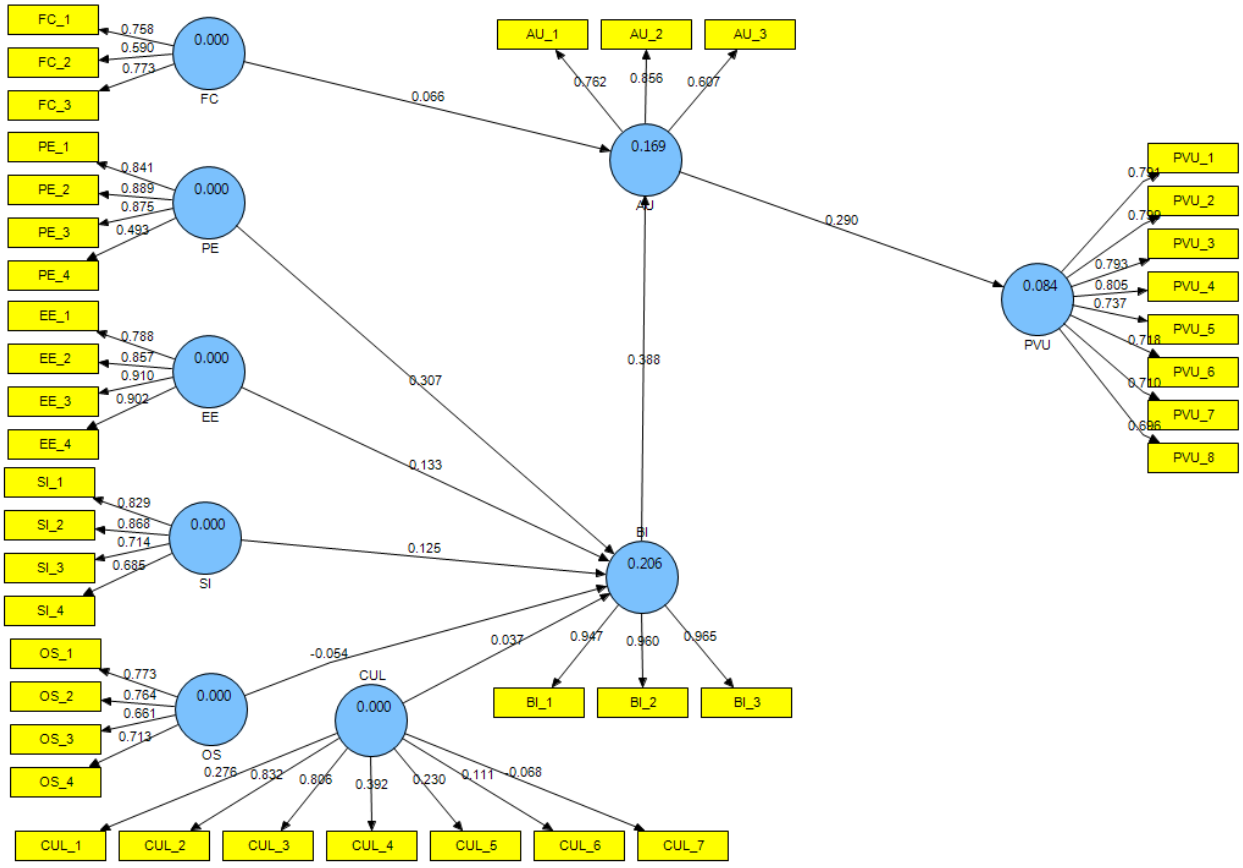
Following is the summary table of responses on purposes of intranet usage as mentioned in Subsection 4.4. Questions were given to a group of 157 respondents who met the required criteria. The majority answers are presented in bold.

	Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
I use "Intranet Kemenperin" to access employment services.	0.0%	0.6%	1.3%	4.5%	12.1%	**58.6%**	22.9%
I use "Intranet Kemenperin" to get the help and support when I encounter problem or have a question regarding the intranet as well as other ICT problems.	0.0%	0.6%	1.9%	13.4%	15.9%	**56.1%**	12.1%
I use "Intranet Kemenperin" to monitor my KPI achievement.	0.0%	0.0%	0.6%	2.5%	4.5%	**58.6%**	33.8%
I use "Intranet Kemenperin" to update my personal employment information.	0.0%	2.5%	1.9%	16.6%	15.9%	**49.7%**	13.4%
I use information from "Intranet Kemenperin" as working material.	0.0%	1.9%	6.4%	17.8%	21.7%	**43.9%**	8.3%
I use applications in "Intranet Kemenperin" to perform routine tasks.	0.0%	0.6%	2.5%	8.3%	14.6%	**62.4%**	11.5%
I use applications in "Intranet Kemenperin" to perform specific tasks.	0.6%	1.3%	7.0%	11.5%	22.9%	**45.9%**	10.8%
Intranet Kemenperin has become an integral part of the way I work	0.0%	0.6%	3.8%	12.1%	16.6%	**52.2%**	14.6%
The attitude of most people toward the intranet in our organization can be summed up by the statement “I don’t know how to get along without this”	0.6%	1.9%	8.3%	27.4%	19.7%	**33.1%**	8.9%
I use "Intranet Kemenperin" to communicate work related matters with colleagues within organization	0.0%	0.6%	1.9%	3.8%	12.7%	**64.3%**	16.6%
I use "Intranet Kemenperin" to communicate non-work related matters with colleagues	0.0%	10.8%	14.0%	24.8%	22.3%	**25.5%**	2.5%
I use "Intranet Kemenperin" to communicate with my superiors	0.0%	0.6%	7.0%	15.3%	13.4%	**54.8%**	8.9%
I use "Intranet Kemenperin" to communicate with my subordinates.	0.0%	7.6%	13.4%	10.8%	11.5%	**45.9%**	10.8%
I use "Intranet Kemenperin" to communicate with my colleagues.	0.0%	5.1%	8.9%	21.0%	8.9%	**46.5%**	9.6%
I use the "Intranet Kemenperin" for the latest information regarding the state of the people in my organization.	0.0%	0.0%	1.3%	7.0%	20.4%	**60.5%**	10.8%
The overall effect of "Intranet Kemenperin" has made the member of our organization a	0.0%	0.0%	3.2%	14.0%	13.4%	**56.7%**	12.7%

better communicator.							
I use "Intranet Kemenperin" to share task-related knowledge.	0.0%	0.0%	0.0%	6.4%	17.2%	**64.3%**	12.1%
I use "Intranet Kemenperin" to obtain task-related knowledge.	0.0%	0.6%	2.5%	6.4%	16.6%	**60.5%**	13.4%
I use "Intranet Kemenperin" to store (not share) task-related knowledge.	1.3%	10.8%	19.1%	17.8%	15.3%	**29.9%**	5.7%
I use "Intranet Kemenperin" to collaborate with people from other units easily.	0.6%	1.9%	0.6%	5.1%	12.1%	**68.2%**	11.5%
Intranet Kemenperin fosters collaboration within our organization	0.0%	1.3%	0.0%	8.3%	11.5%	**64.3%**	14.6%

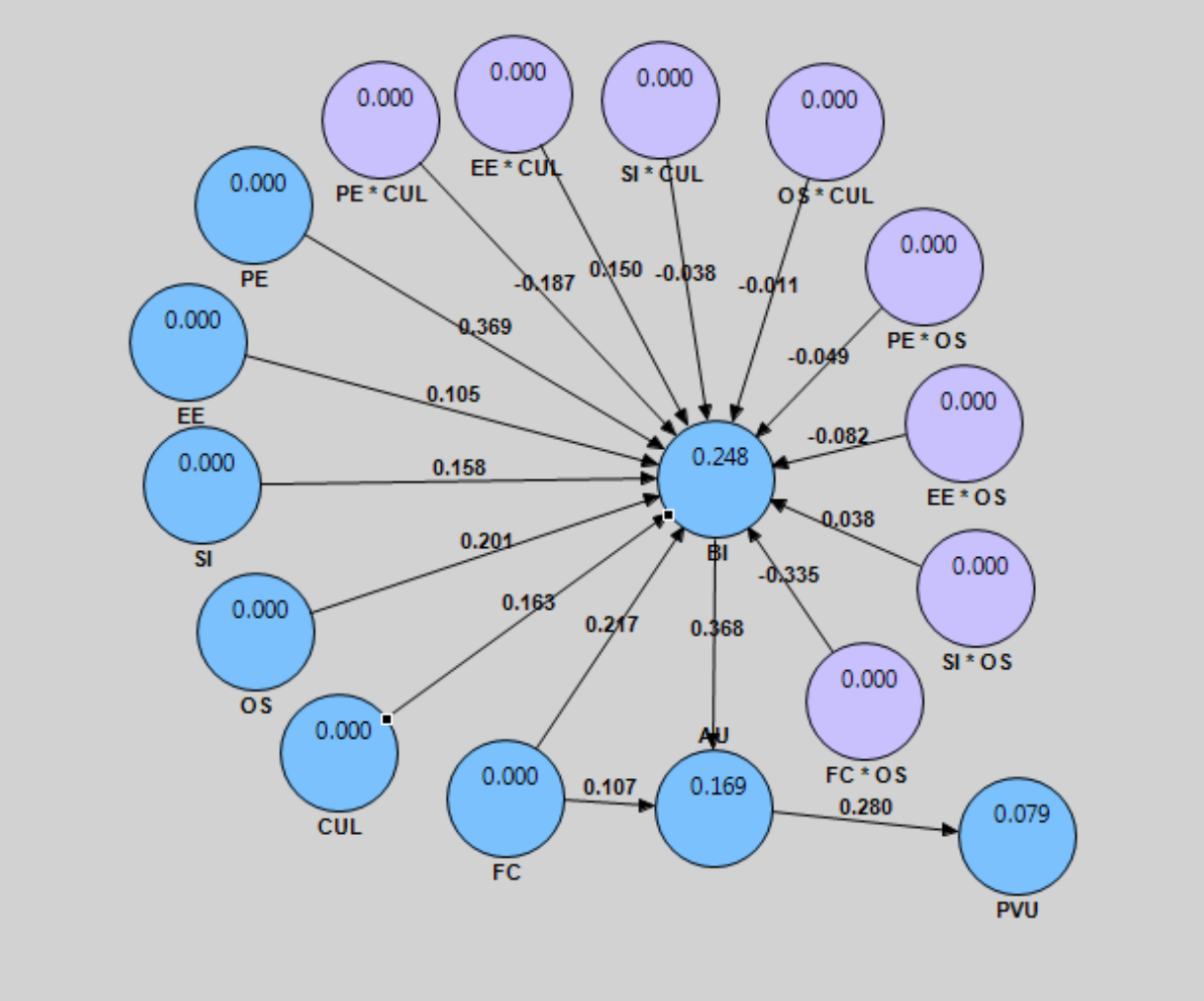
8.5. Appendix E. SmartPLS outcome on Context-based UTAUT Model

The first test on Context-based UTAUT Model.



Note: Yellow boxes indicate the factor (measurement item) of each variables (blue circles).

The second test on Context-based UTAUT Model.



Note: The blue circles are the constructs of context-based UTAUT model while the purple circles are the moderating of culture and organizational structure construct to other constructs. In this picture, the factors/measurement items (yellow boxes on previous picture) are hidden to simplify the appearance of model. The complete factor loading of this model is available in Appendix C.