

CHAPTER IV

RESULTS AND DISCUSSION

This part presents results and discussion of data collected from the study sample, consisting of 160 purposively-sampled city government employees of Davao, Philippines and Surabaya, Indonesia. Quantitative analysis was done using licensed versions of IBM SPSS Statistics (version 19), IBM SPSS AMOS (version 24) and Smart PLS (version 3). Qualitative data gathered through interviews and open-ended questions in the survey tool are correspondingly presented to substantiate the quantified data.

This is divided into three sections: the first section presents the descriptive analysis of the demographic profile data of the sample on the aggregate and comparative levels; the second section presents the statistical and descriptive analysis of the response data from the sample, also on the aggregate and comparative levels; and, the third section presents a proposed model of e-government transformation adoption based on this study's findings.

The presentation for the second section follows the order of the four research models of this study, corresponding to the four dependent variables under investigation: 1. intention to use new ICT systems (model 1); 2. intention to adopt process redesign (model 2); 3. intention to adopt organizational structuring (model 3); and, 4. intention to adopt cultural and behavioral change (model 4).

4.1. Demographic Profile

This section reports the findings and descriptive analysis of two demographic variables measured in this study: age and length of work experience of the city government employees. These are presented in two sets: the aggregate or summative data, and the comparative or by-city data.

4.1.1 Aggregate demographic profile of sample

Figure 4.1 below shows the age bracket distribution of the aggregate sample. A significant percentage are in the 21-35 bracket (33.1%) and 36-45 bracket (38.8%), while the rest are in the 46-55 bracket (20.6%) and 56-65 (7.5%). In general, majority

of the employees in both city governments are relatively young, but a considerable number, with a cumulative percentage of 28.1, are in the older age bracket.

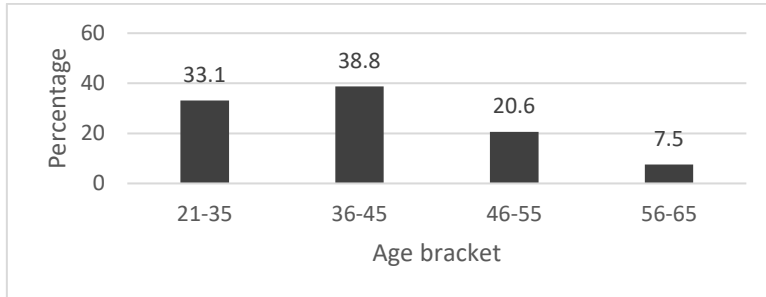


Figure 4.1 Age bracket distribution of sample (in %)

As shown in Figure 4.2 below, a minority of the sample have worked in the city government for ten years and less, with 13.1% for 0-5 years and 31.9% for 6-10 years. On the other hand, a majority of them have been employed in the city government for 11 years and more, with 26.9% for 11-15 years and 28.1% for 16 years and more. This indicates that majority of the respondents have longer work experience in the city government.

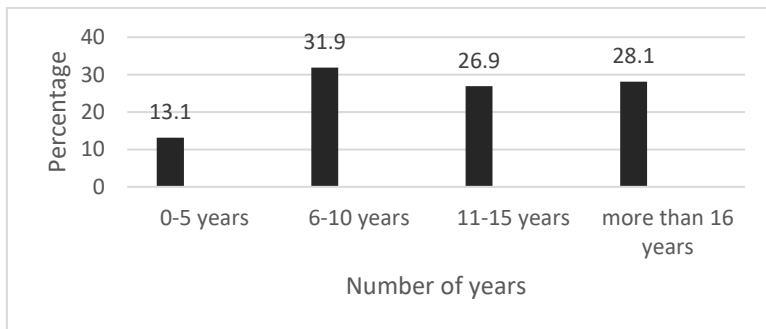


Figure 4.2 Length of work experience distribution of sample (in %)

4.1.2 Comparative demographic profile of sample

Figure 4.3 below shows the comparative age distribution of the sample from Surabaya and Davao city governments. It appears that majority of the Surabaya sample belong to the 21-45 age brackets, with a cumulative percentage of 78.2, while a minority, with a cumulative percentage of 21.8, are in the 46-65 brackets. On the other

hand, majority of the Davao sample belong to the 21-45 age brackets, with a cumulative percentage of 65.8, while a minority are in the 46-65 age brackets, with a cumulative percentage of 34.2.

However, a comparison reveals that there are more Surabaya sample who are in the 21-45 age brackets than the Davao sample. Conversely, there are more Davao sample who are in the 46-65 age brackets than the Surabaya sample. Hence, it can be inferred that more city government employees in Davao are comparatively older than Surabaya city government employees.

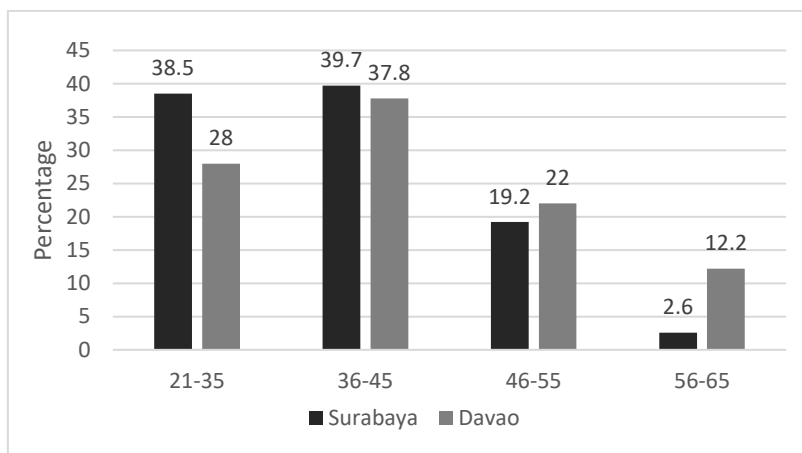


Figure 4.3 Comparative age bracket distribution of sample (in %)

As shown in Figure 4.4 below, majority of the Surabaya sample have been working in the city government for ten years or less, with a cumulative percentage of 52.5, while a minority of them, with a cumulative percentage of 47.4, have been in the city government service for 11 years and more. On the other hand, a minority of the Davao sample, with a cumulative percentage of 37.8, have been working in the city government for ten years or less, while a majority of them, with a cumulative percentage of 62.2, have been in the city government service for 11 years and more. Thus, more employees in Davao have been in the city government service than the Surabaya employees. This is consistent with the earlier result: that more Davao city government employees are older compared to Surabaya employees.

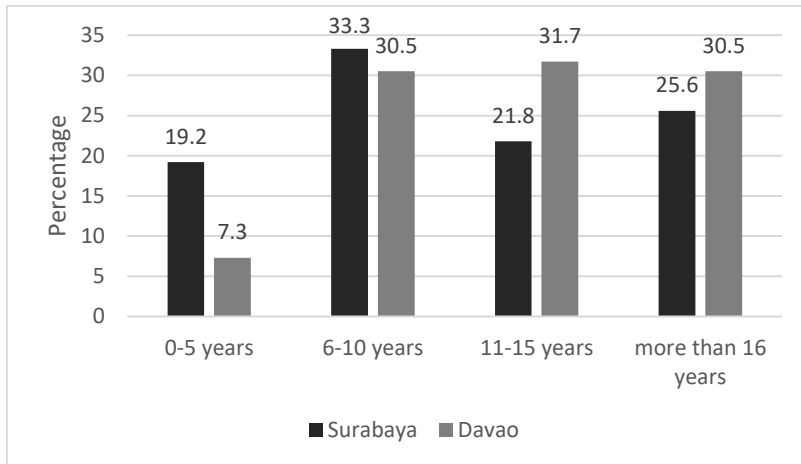


Figure 4.4 Comparative length of work experience distribution of sample (in %)

4.2 Descriptive and Statistical Analysis

This section reports the descriptive and statistical analysis of the response data on the independent, dependent and moderating variables measured in this study. These are presented in four sets, corresponding to the four models tested. Each set is further sub-divided into two: the aggregate or summative data and the comparative or by-city data analyses.

4.2.1.1 Aggregate analysis for model 1: intention to use new ICT systems

Descriptive statistics

The findings in Table 4.1 below show the mean and standard deviation (SD) of the items or indicators for the constructs in research model 1. Except for anxiety, the mean values of most of the constructs (excluding EE3 and EE4) were above four, indicating the general positive response to the indicators for PE, EE, SI, FC, AT and BI. Mean values for anxiety were above two, which suggests that there is general disagreement on the anxiety indicators. The standard deviation of the construct items ranges from .533 to .819, again excepting anxiety, which indicates that the responses were mostly positive or neutral. Higher standard deviation values for anxiety, ranging from .846 to 1.409, suggests that there was generally a negative response to the indicators.

Table 4.1 Mean and standard deviation for items in model 1 (N=160)

Construct	Item	Mean	SD
Performance Expectancy	PE1	4.3188	.62818
	PE2	4.3313	.53461
	PE3	4.4313	.53343
	PE4	4.3125	.59545
Effort Expectancy	EE1	4.0438	.68540
	EE2	4.0375	.65288
	EE3	3.9750	.79265
	EE4	3.9625	.75974
Social Influence	SI1	4.0438	.81916
	SI2	4.1813	.68103
	SI3	4.2375	.62934
	SI4	4.0125	.80866
Facilitating Conditions	FC1	4.1250	.66114
	FC2	4.1750	.61990
	FC3	4.2250	.67246
	FC4	4.4250	.57789
Anxiety	ANX1	2.1938	1.04909
	ANX2	2.0563	.97288
	ANX3	2.0563	.94667
	ANX4	2.0125	.84665
Attitude	AT1	4.3500	.59558
	AT2	4.2688	.67032
	AT3	4.2875	.64805
	AT4	4.3063	.56074
Behavioral Intention	BI1	4.3312	.68883
	BI2	4.1625	.61314
	BI3	4.3000	.69861

Reliability and validity analysis

Table 4.2 below presents the results of the reliability analysis applying Cronbach's alpha, which signifies the internal consistency of indicator items that measure the same construct. A minimum Cronbach's alpha value of 0.70 indicate reliability and validity of constructs (Nunnally, 1978). The alpha values of the constructs range from .759 to .902, which means that all constructs have shown high reliability level.

Table 4.2 Reliability analysis of constructs ($N=160$)

Construct	Number of items	Cronbach's alpha α	Reliability type
Performance Expectancy	4	.847	High
Effort Expectancy	4	.849	High
Social Influence	4	.759	High
Facilitating Conditions	4	.841	High
Anxiety	4	.884	High
Attitude	4	.860	High
Behavioral Intention	3	.902	High

Discriminant validity of the variables was tested by calculating the covariance estimates between pairs of variables in the model (Anderson and Gerbing, 1988). The covariance between a pair of variables should be less than the square root of the average variance extracted (shown diagonally in bold numbers in Table 4.3 below) of each variable. A variable is believed to be different from other variables if the square root of average variance extracted for it is greater than its correlations with other variables (Barclay and Smith, 1997). For example, the covariance between PE and EE is 2.230, which is less than the square root of average variance extracted for PE (3.564) and EE (5.693). Hence, PE is different from EE, or in other words, there is discriminant validity between both variables. All variables in model 1 passed this test.

Table 4.3 Covariances of variables in model 1

Variable	PE	EE	SI	FC	ANX	AT	BI
PE	3.564						
EE	2.230	5.693					
SI	2.613	3.179	4.987				
FC	2.188	2.776	2.567	4.335			
ANX	-2.138	-3.000	-2.364	-2.572	10.692		
AT	2.666	1.915	2.774	2.249	-2.180	4.305	
BI	2.001	1.727	1.907	1.940	-1.905	2.824	3.037

Structural model test

The test of the research model fit was done using the following fit indices: incremental fit index (IFI); comparative fit index (CFI); goodness-of-fit-index (GFI); and, root mean square residual (RMR), all of which were estimated using Amos. Table 4.4 below summarizes the model fit test.

Table 4.4 Model fit results for model 1

Index	Recommended value	Model value
Incremental fit index (IFI)	≥ 0.900	1.000
Comparative fit index (CFI)	≥ 0.900	1.000
Goodness-of-fit index (GFI)	≥ 0.950	1.000
Root mean square residual (RMR)	≤ 0.04	.000

The results show that the research model passed all fit indices with relatively high competences, evidenced by the model values exceeding the recommended values. With this, it is now consequential to assess the regression weights of variables corresponding to the hypotheses of the study.

Hypothesis testing: independent and dependent variables

In assessing the relationships of the hypothetical constructs, regression weights should be significant (p value) at least at the .050 level (Henseler et al., 2009; Urbach and Ahlemann, 2010), and a weight or coefficient of at least .100 reports a certain impact within the structural model (Urbach & Ahlemann, 2010). These are either positive (i.e. in the expected direction) or negative. The coefficient of determination (R^2) values of approximately 0.67, 0.33, and 0.19 are considered as substantial, moderate and weak, respectively, in terms of the level of explanatory power (Chin, 1998). Table 4.5 below presents this analysis.

Table 4.5 Regression weights and hypothesis testing for model 1

Relationship	Standardized regression weight	Hypothesis supported?	Significance (p)
PE → BI	.099	No	Ns
EE → BI	.098	No	Ns
SI → BI	-.090	No	Ns
FC → BI	.080	No	Ns
ANX → BI	-.046	No	Ns
AT → BI	.669	Yes	<0.001
R ² (BI)	.638		

Legend: Ns=not significant

Findings shown in Table 4.5 above reveal that among all six independent variables, only attitude (AT) had an impact on behavioral intention (BI), with a regression weight of .669, significant at less than 0.001 level. This does not mean however that the other variables do not impact the dependent variable, but suggests that AT had more impact compared to the others. Anxiety (ANX) is shown to have a negative regression weight value as hypothesized, although its p value is not significant. Social influence (SI) is revealed to be the least associated with BI because it had the highest negative regression weight value. The finding that the R² value of BI, which is .638, suggests that the independent variables account for about 64% of the variance in BI. In other words, the independent variables in the model can moderately explain 64% of the BI, and the remaining 36% can be explained by other variables.

Only one hypothesis for model 1 is supported by the findings: that attitude is positively associated with intention to use new ICT systems. The findings do not support the other hypotheses.

Hypothesis testing: moderator and predictor variables

This study analyzed the interaction effects of two moderating variables, age (AGE) and length of work experience (LWE), on selected exogenous variables to the endogenous variable. Analysis was done using bootstrapping technique in partial least squares structural equation modeling (Hair, et al., 2013). Researchers have suggested an interpretation of effect sizes from 0.02 as weak, from 0.15 as moderate, and above

0.35 as strong (Henseler and Fassott, 2010). Table 4.6 below summarizes the effects of the variables age and length of work experience.

Table 4.6 Moderating effects and hypothesis testing for model 1

Moderator→ Predictor	Standardized regression weight	Moderating effect size (f^2)	Significance (p)	Hypothesis supported?
AGE → EE	-0.226	0.054	Ns	No
AGE → ANX	0.281	0.086	Ns	No
AGE → AT	-0.365	0.153	Ns	No
LWE → PE	-0.176	0.032	Ns	No
LWE → EE	-0.074	0.006	Ns	No
LWE → SI	-0.155	0.024	Ns	No
LWE → AT	-0.331	0.142	Ns	No

Legend: Ns=not significant

All the hypotheses for moderating effects of the variables age (AGE) and length of work experience (LWE) on certain independent variables are not supported by the results. Even though regression weight values in some moderator-predictor relationships are significant (both in positive and negative directions): i.e. AGE→EE (-0.226), AGE→ANX (0.281), AGE→AT (-0.365), LWE→PE (-0.176), LWE→SI (-0.155), and LWE→AT (-0.331); their moderating effect sizes (f^2) are not statistically significant. Thus, age and length of work experience of the city government employees did not moderate the associations of independent and dependent variables in model 1.

Table 4.7 Summary of hypotheses testing results for model 1

Hypothesis	Result
H1a. Performance expectancy is positively associated with intention to use new ICT systems.	Rejected
H2a. Effort expectancy is positively associated with intention to use new ICT systems.	Rejected
H3a. Social influence is positively associated with intention to use new ICT systems.	Rejected
H4a. Facilitating conditions are positively associated with intention to use new ICT systems.	Rejected
H5a. Anxiety is negatively associated with intention to use new ICT systems.	Rejected
H6a. Attitude is positively associated with intention to use new ICT systems.	Accepted
H7a.1 Age will significantly moderate the association between effort expectancy and intention to use new ICT systems.	Rejected
H7b.1 Age will significantly moderate the association between anxiety and intention to use new ICT systems.	Rejected
H7c.1 Age will significantly moderate the association between attitude and intention to use new ICT systems.	Rejected
H8a.1 Length of work experience will significantly moderate the association between performance expectancy and intention to use new ICT systems.	Rejected
H8b.1 Length of work experience will significantly moderate the association between effort expectancy and intention to use new ICT systems.	Rejected
H8c.1 Length of work experience will significantly moderate the association between social influence and intention to use new ICT systems.	Rejected
H8d.1 Length of work experience will significantly moderate the association between attitude and intention to use new ICT systems.	Rejected

The summary of results for hypotheses testing for associations between the independent and dependent variables, and for the effects of moderating variables are presented in Table 4.7 above. The study shows that in using new ICT systems for e-government transformation, attitude towards this behavioral intention is the pivotal variable, and that age and length of work experience do not appear as moderating variables. This result is supported by the following commentaries from respondents:

“new ICT systems in this era are needed in running the e-government systems” (Surabaya respondent)

“it should be done because technology development is very fast” (Davao respondent)

Responses to variable indicators

This part presents the responses of the city government employees to the various indicators of the constructs of the study. A five-point Likert-type level of agreement scale, ranging from “Strongly Disagree” to “Strongly Agree”, was used to measure the respondents’ perceptions regarding the constructs.

Table 4.8 Responses to performance expectancy indicators (in %)

Indicator statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. Tasks would be completed in less time and at less cost		.6	.6	61.9	36.3
2. Set goals and objectives of the department would be achieved			3.1	60.6	36.3
3. Service quality would be enhanced			1.9	53.1	45.0
4. Overall productivity of the department would be increased			6.9	55.0	38.1

N=160

Note: some items have missing responses

Majority of the respondents were in agreement with all indicators for performance expectancy (PE). In fact, a large majority of them, with a cumulative percentage of more than 90% for “agree” and “strongly agree”, indicated that using new ICT systems for transformative government would satisfy expectations on the performance of the city government in terms of: completion of tasks in less time and less cost; achievement of set goals and objectives; enhancement of service quality; and, increase in the overall productivity of the department or agency.

Table 4.9 Responses to effort expectancy indicators (in %)

Indicator statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. Implementing would be easy		1.9	15.6	58.8	23.8
2. Using and adopting would be easy		1.3	15.6	61.3	21.9
3. Interaction with co-workers would be unproblematic		3.1	16.9	56.3	23.1
4. Adjustment would be uncomplicated		3.1	21.3	51.9	23.8

N=160

Note: some items have missing responses

Majority of the respondents were in agreement with all the indicators for effort expectancy (EE). A large majority of them, with a cumulative percentage of more than 70% for “agree” and “strongly agree”, signified that using new ICT systems for transformative government would meet their expectations on the efforts related to it: easy implementation; ease of use and adoption; unproblematic interaction with co-workers; and, uncomplicated adjustment. However, noteworthy is the result that more than 15% of the respondents took a neutral position for all indicators.

Table 4.10 Responses to social influence indicators (in %)

Indicator statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. It must be done because other cities are doing it	.6	2.5	13.8	55.0	27.5
2. It must be done because other departments/divisions are doing it		1.3	11.9	54.4	32.5
3. It must be done because citizens expect it		.6	8.8	56.9	33.8
4. It must be done because citizens demand it		2.5	18.1	51.9	26.9

N=160

Note: some items have missing responses

Majority of the respondents were in agreement with all the indicators for social influence (SI). With cumulative percentages for “agree” and “strongly agree” ranging from not less than 70% to not more than 91.7%, a large majority of them believed that using new ICT systems for transformative government must be done because of the following social influences: other cities are doing it; other departments or divisions are doing it; citizens expect it; and that, citizens demand it. It should be noted still that some respondents disagree with the indicator statements.

Table 4.11 Responses to facilitating conditions indicators (in %)

Indicator statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. I have the knowledge and skill for it		.6	14.4	56.9	28.1
2. Technical support and assistance would be available		1.3	8.1	62.5	28.1
3. Financial support is available		1.9	8.1	55.6	34.4
4. The city administration supports it		.6	2.5	50.6	46.3

N=160

Note: some items have missing responses

Majority of the respondents were in agreement with the indicators for facilitating conditions (FC). With a cumulative frequency of 85% for “agree” and “strongly agree”, the respondents believed that they have the knowledge and skill for using new ICT systems. Around 91% of them agree and strongly agree that technical support and assistance would be available, while 90% agree and strongly agree that financial support is available. Around 97% of the city government employees believed that the city administration supports the use of new ICT systems.

Table 4.12 Responses to anxiety indicators (in %)

Indicator statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. I am hesitant in using or doing it	23.1	52.5	11.9	6.9	5.6
2. I worry that it will not work out as expected	27.5	53.1	8.8	7.5	3.1
3. I feel overwhelmed by it	26.9	53.1	10.0	7.5	2.5
4. I am concerned that citizens will not like it	26.9	52.5	13.8	6.3	.6

N=160

Note: some items have missing responses

Majority of the sample were not anxious about using new ICT systems. Around 86% of them said that they are not hesitant in using or doing it, around 81% believed that it will work out as expected, 80% did not feel overwhelmed by it, and around 79% were not concerned that citizens will not like it. Only a few respondents agreed with or were not sure with the anxiety indicators.

Table 4.13 Responses to attitude indicators (in %)

Indicator statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. It is a good idea	.6		2.5	57.5	39.4
2. It is a worthwhile thing to do		1.3	2.5	61.3	34.4
3. I like it			4.4	59.4	35.6
4. It is a nice thing		.6	3.1	61.3	35.0

N=160

Note: some items have missing responses

Majority of the city government employees showed positive attitudes towards using new ICT systems. More than 90% of them believed that it is a good idea; it is a worthwhile thing to do; it is a nice thing to do; and that it is likeable.

Table 4.14 Responses to behavioral intention indicators (in %)

Indicator statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. I intend to do it		1.3	8.8	45.6	44.4
2. I predict that I would do it		1.3	8.1	63.8	26.9
3. I plan to do it very soon		1.3	10.0	46.3	42.5

N=160

Note: some items have missing responses

Majority of the sample indicated positive intentions towards using new ICT systems in the city government. Not less than 90% intended to do it and predicted that they would do it. Nearly 89% planned to do it very soon. Only very few are not sure about their intentions.

4.2.1.2 Comparative analysis of model 1 cases: Davao and Surabaya

Descriptive Statistics

The findings in Table 4.15 below show the mean and standard deviation (SD) of the items or indicators for the constructs in research model 1 for both cities. For performance expectancy (PE), means for all indicators in both cities are above four, indicating the general positive response of the sample. The same indication can be derived from the standard deviations for all indicators, which range from .47284 to .76120.

Means for effort expectancy indicators for Davao are all above four, while standard deviations range from .52819 to .58241, indicating the general agreement to the statements. The means for Surabaya, which are all in the range of three, and standard deviations, ranging from .71016 to .93521, suggest that responses are less positive and more neutral.

There was also a generally positive response to social influence indicators from the Davao sample as shown in the means of above four, and standard deviations ranging from .53835 to .55052 in all indicators. On the other hand, there was a trend from positive to neutral responses in the Surabaya sample as shown by the means ranging from 4.2692 to 3.7949 and standard deviations from .71483 to .98109.

A similar positive trend in responses for facilitating conditions' indicators, with means not going below four and standard deviations ranging from .47712 to .50293, was observed for the Davao sample. While a positive to neutral trend was

observed from the Surabaya sample with means varying between 4.3333 and 3.8974 and standard deviations between .63791 and .77249.

Responses of the Davao sample for the anxiety indicators were generally negative, from disagreement to strong disagreement, as shown in the means which are within the one scale and standard deviations varying from .60324 to .65032. Responses of the Surabaya sample showed a trend from neutrality to disagreement, as shown in the means which are within the two scale and standard deviations varying from .99591 to 1.20722.

Both the Davao and Surabaya sample generally responded positively to the attitude indicators as shown by means which are all within the scale of four. In the same way, samples from both cities revealed their generally positive responses to the behavioral intention indicators which are also all within the scale of four.

Table 4.15 Comparative mean and standard deviation

Construct	Item	Mean		SD	
		Davao	Surabaya	Davao	Surabaya
Performance Expectancy	PE1	4.3293	4.3077	.47284	.76120
	PE2	4.3415	4.3205	.47712	.59202
	PE3	4.3659	4.5000	.48463	.57547
	PE4	4.4024	4.2179	.49341	.67703
Effort Expectancy	EE1	4.2317	3.8462	.52819	.77421
	EE2	4.2317	3.8333	.52819	.71016
	EE3	4.2073	3.7308	.53835	.93521
	EE4	4.2073	3.7051	.58241	.83912
Social Influence	SI1	4.2805	3.7949	.55052	.97180
	SI2	4.2805	4.0769	.55052	.78574
	SI3	4.2073	4.2692	.53835	.71483
	SI4	4.2073	3.8077	.53835	.98109
Facilitating Conditions	FC1	4.3415	3.8974	.47712	.74885
	FC2	4.3537	3.9872	.48105	.69308
	FC3	4.4146	4.0256	.49569	.77249
	FC4	4.5122	4.3333	.50293	.63791
Anxiety	ANX1	1.7805	2.6282	.64835	1.20722
	ANX2	1.7805	2.3462	.60908	1.18241
	ANX3	1.8171	2.3077	.65032	1.13169
	ANX4	1.7927	2.2436	.60324	.99591
Attitude	AT1	4.3171	4.3846	.46820	.70675
	AT2	4.2927	4.2436	.48401	.82471
	AT3	4.2927	4.2821	.48401	.78785
	AT4	4.2805	4.3333	.47854	.63791
Behavioral Intention	BI1	4.4756	4.3333	.52647	.69631
	BI2	4.1951	4.1667	.50769	.61193
	BI3	4.1707	4.2949	.51651	.70451

N= 82 (Davao) 78 (Surabaya)

Hypothesis testing: independent and dependent variables

In assessing the relationships of the hypothetical constructs, regression weights should be significant at least at the .050 level (Henseler et al., 2009; Urbach and Ahlemann, 2010), and a weight or coefficient of at least .100 reports a certain impact within the structural model (Urbach & Ahlemann, 2010). These are either positive (i.e. in the expected direction) or negative. Regression weight values of approximately 0.67, 0.33, and 0.19 are considered as substantial, moderate and weak, respectively, in terms of the level of explanatory power (Chin, 1998). Table 4.16 below presents this analysis.

Table 4.16 Regression weights and hypothesis testing for Davao (D) and Surabaya (S)

Relationship	Standardized regression weight		Hypothesis supported?		Significance (p)	
	D	S	D	S	D	S
PE → BI	-.019	.120	No	No	Ns	Ns
EE → BI	.006	.123	No	No	Ns	Ns
SI → BI	.008	-.099	No	No	Ns	Ns
FC → BI	.105	.067	Yes	No	<0.05	Ns
ANX → BI	.000	-.064	No	No	Ns	Ns
AT → BI	.891	.580	Yes	Yes	<0.001	<0.001
R ² (BI)	.941	.502				

Legend: Ns=not significant

The tests for the regression weights between performance expectancy (PE) and behavioral intention (BI) showed that there is no positive association between the two variables in both Davao and Surabaya. Results also showed that there is no positive association between effort expectancy (EE) and behavioral intention (BI) in both cities. Likewise, there is no positive association between social influence (SI) and behavioral intention (BI). Tests showed that there is a positive association between facilitating conditions (FC) and behavioral intention (BI) in Davao while there is none in Surabaya. Anxiety (ANX) is not negatively associated with behavioral intention (BI) in both cities. Results showed that attitude (AT) is significantly associated with behavioral intention (BI) in Davao and Surabaya, with regression weight values of .891 and .580 respectively. Thus, the study shows that based on the research model, facilitating conditions and attitude are the pivotal factors for using new ICT systems by employees

of the Davao city government. On the other hand, attitude is the only key variable for using new ICT systems by employees of the Surabaya city government.

Hypothesis testing: moderator and predictor variables

This study analyzed the interaction effects of two moderating variables, age (AGE) and length of work experience (LWE), on selected exogenous variables to the endogenous variable. Analysis was done by bootstrapping using partial least square structural equation modeling (Hair, et al., 2013). Researchers have suggested an interpretation of effect sizes: from 0.02 as weak, from 0.15 as moderate, and above 0.35 as strong (Henseler and Fassott, 2010). Table 4.17 below summarizes the effects of the variables age and length of work experience.

Table 4.17 Moderating effects and hypothesis testing for Davao (D) and Surabaya (S)

Moderator → Predictor	Standardized regression weight		Moderating effect size (f ²)		Significance (p)		Hypothesis supported?	
	D	S	D	S	D	S	D	S
AGE → EE	-0.519	0.002	0.369	0.000	<0.05	Ns	Yes (-)	No
AGE → ANX	0.592	0.197	0.540	0.040	<0.01	Ns	Yes (+)	No
AGE → AT	-0.451	-0.169	0.255	0.030	<0.05	Ns	Yes (-)	No
LWE → PE	-0.581	0.090	0.511	0.008	<0.05	Ns	Yes (-)	No
LWE → EE	-0.517	0.047	0.366	0.002	<0.05	Ns	Yes (-)	No
LWE → SI	-0.579	-0.063	0.503	0.004	<0.05	Ns	Yes (-)	No
LWE → AT	-0.525	-0.176	0.381	0.032	<0.05	Ns	Yes (-)	No

Legend: Ns=not significant

The tests for moderating effects of age (AGE) revealed that it strongly moderates in the negative direction the relationship between effort expectancy and behavioral intention of the Davao sample. This means that older employees tend to believe that using new ICT systems would require more effort. However, age has no effect on effort expectancy in the case of the Surabaya sample. Age also strongly and positively moderates the effect of anxiety on behavioral intention of the Davao sample, which implies that older employees tend to be anxious about using new ICT systems. Conversely, age has no effect on anxiety for the Surabaya sample. Age strongly moderates in the negative direction the effect of attitude on behavioral intention of the Davao sample as well, which suggests that older employees are likely to show negative attitudes regarding the use of new ICT systems. On the other hand, age does not appear to affect the association between attitude and behavioral intention of Surabaya city

government employees. This could be explained by this study's earlier finding that there are more older employees in Davao compared to Surabaya.

The study found out that length of work experience (LWE) strongly moderates in the negative direction the associations between performance expectancy, effort expectancy, social influence, attitude and behavioral intention of the Davao sample. These findings imply that employees who have worked relatively longer in the Davao city government had a tendency: to believe that using new ICT systems does not necessarily affect the city government's performance positively; to suppose that using new ICT systems would require more effort; to assume that social influences or factors are not important considerations in using new ICT systems; and, to exhibit negative attitudes toward using new ICT systems. On the other hand, the Surabaya city government employees' length of work experience does not affect their beliefs on performance expectancy, suppositions on efforts needed, assumptions on social influences, and attitudes toward using new ICT systems. This could also be explained by the observation that more Davao employees have longer work experience than Surabaya employees and thus, are comparatively older, which makes them inclined to be resistant to new things, such as new ICT systems.

Table 4.18 below shows the summary of hypothesis testing results from the Davao and Surabaya samples for the study's model 1 (using new ICT systems). Results indicate that facilitating conditions and attitude are the crucial factors for using new ICT systems by the Davao city government employees. Moreover, their age appears to be strongly influencing positively the effect of anxiety on their intention to use new ICT systems, at the same it negatively influences the effects of effort expectancy and attitude. Length of work experience was also found out to negatively influence the effects of performance expectancy, effort expectancy, social influence and attitude on the intention to use new ICT systems. On the other hand, attitude seems to be the crucial factor for using new ICT systems by the Surabaya city government employees. Their age and length of work experience do not appear to influence in any manner the effects of predictor variables on the intention to use new ICT systems.

Table 4.18 Comparative summary of hypotheses testing results for model 1

Hypothesis	Result	
	Davao	Surabaya
H1a. Performance expectancy is positively associated with intention to use new ICT systems.	Rejected	Rejected
H2a. Effort expectancy is positively associated with intention to use new ICT systems.	Rejected	Rejected
H3a. Social influence is positively associated with intention to use new ICT systems.	Rejected	Rejected
H4a. Facilitating conditions are positively associated with intention to use new ICT systems.	Accepted	Rejected
H5a. Anxiety is negatively associated with intention to use new ICT systems.	Rejected	Rejected
H6a. Attitude is positively associated with intention to use new ICT systems.	Accepted	Accepted
H7a.1 Age will significantly moderate the association between effort expectancy and intention to use new ICT systems.	Accepted (-)	Rejected
H7b.1 Age will significantly moderate the association between anxiety and intention to use new ICT systems.	Accepted (+)	Rejected
H7c.1 Age will significantly moderate the association between attitude and intention to use new ICT systems.	Accepted (-)	Rejected
H8a.1 Length of work experience will significantly moderate the association between performance expectancy and intention to use new ICT systems.	Accepted (-)	Rejected
H8b.1 Length of work experience will significantly moderate the association between effort expectancy and intention to use new ICT systems.	Accepted (-)	Rejected
H8c.1 Length of work experience will significantly moderate the association between social influence and intention to use new ICT systems.	Accepted (-)	Rejected
H8d.1 Length of work experience will significantly moderate the association between attitude and intention to use new ICT systems.	Accepted (-)	Rejected

Responses to variable indicators

This part presents in a comparative manner the responses of the Davao and Surabaya samples to the indicators of variables in the research model.

Table 4.19 Responses to performance expectancy indicators (in %)

City	Response	Indicator statement			
		1. Tasks would be completed in less time and at less cost	2. Set goals and objectives of the department would be achieved	3. Service quality would be enhanced	4. Overall productivity of the department would be increased
Davao	SD				
Surabaya					
Davao	D				
Surabaya		1.3			
Davao	N				
Surabaya		1.3	6.4	3.8	14.1
Davao	A	67.1	65.9	63.4	59.8
Surabaya		56.4	55.1	42.3	50.0
Davao	SA	32.9	34.1	36.6	40.2
Surabaya		39.7	38.5	53.8	35.9

Legend: SD=Strongly disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly agree
 N= 82(Davao) 78(Surabaya)

Note: some items have missing responses

All of the Davao sample, with a cumulative 100% response for “agree” and “strongly agree”, believe that using new ICT systems would result to completion of tasks in less time and at less cost. Almost all of the Surabaya sample, with a cumulative 96.1% response for “agree” and “strongly agree”, also believe that using new systems would meet expectations of efficiency and effectiveness.

All of the Davao sample or 100% believe that using new ICT systems would help achieve the set goals and objectives of the department or agency. Likewise, a large majority or 93.6% of the Surabaya sample believes that using new systems would meet performance expectations in terms of achieving the department’s or agency’s goals and objectives.

All of the Davao sample or 100% believe that using new ICT systems would enhance the quality of their service. A large majority of the Surabaya sample or 96.1% similarly believes that using new ICT systems would enhance the service quality of their department in particular and the city government in general.

All of the Davao sample or 100% believe that using new ICT systems would increase the productivity of their department, while a large majority or 85.9% of the Surabaya sample also believe that using new ICT systems would enhance their respective department’s output.

These results clearly show that majority of the employees in the city governments of Davao and Surabaya believe that using new ICT systems would meet all the performance expectancy indicators.

Table 4.20 Responses to effort expectancy indicators (in %)

City	Response	Indicator statement			
		1. Implementing would be easy	2. Using and adopting would be easy	3. Interaction with co-workers would be unproblematic	4. Adjustment would be uncomplicated
Davao	SD				
Surabaya					
Davao	D				1.2
Surabaya		3.8	2.6	6.4	5.1
Davao	N	4.9	4.9	6.1	4.9
Surabaya		26.9	26.9	28.2	38.5
Davao	A	67.1	67.1	67.1	65.9
Surabaya		50.0	55.1	44.9	37.2
Davao	SA	28.0	28.0	26.8	28.0
Surabaya		19.2	15.4	19.2	19.2

Legend: SD=Strongly disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly agree
 N= 82(Davao) 78(Surabaya)

Note: some items have missing responses

Majority of the Davao sample, with a cumulative 95.1% response for “agree” and “strongly agree”, consider that using new ICT systems would be easy to implement. Also, a majority of the Surabaya sample, with a cumulative 69.2% response for “agree” and “strongly agree”, consider using new ICT systems would be easy to implement.

Likewise, majority of the Davao sample (95.1%) and Surabaya sample (70.5%) consider the use and adoption of new ICT systems to be easy.

Interaction with co-workers in the new ICT systems’ use environment would be unproblematic according to majority of the Davao sample (93.9%) and majority of the Surabaya sample (64.1%).

Adjustment to the new ICT systems’ use setting would be uncomplicated according to majority of the Davao sample (93.9%) and Surabaya sample (56.4%).

A notable result in this regard is that some Surabaya respondents, from 26.9% to 38.5% of the sample, are not sure about the effort expectancy indicators, as compared to a very few Davao respondents.

The results presented above indicate that majority of the Davao and Surabaya city government employees find using of new ICT systems to be relatively easy in terms of the effort expectancy indicators.

Table 4.21 Responses to social influence indicators (in %)

City	Response	Indicator statement			
		1. It must be done because other cities are doing it	2. It must be done because other departments or divisions are doing it	3. It must be done because citizens expect it	4. It must be done because citizens demand it
Davao	SD				
Surabaya		1.3			
Davao	D				
Surabaya		5.1	2.6	1.3	5.1
Davao	N	4.9	4.9	6.1	6.1
Surabaya		23.1	19.2	11.5	30.8
Davao	A	62.2	62.2	67.1	67.1
Surabaya		47.4	46.2	46.2	35.9
Davao	SA	32.9	32.9	26.8	26.8
Surabaya		21.8	32.1	41.0	26.9

Legend: SD=Strongly disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly agree
 N= 82(Davao) 78(Surabaya)

Note: some items have missing responses

Majority of the Davao sample, with a cumulative 95.1% response to “agree” and “strongly agree”, and majority too of the Surabaya sample, with a cumulative 69.2% response to “agree” and “strongly agree”, are convinced that using new ICT systems must be done because other cities are doing it.

Because other departments or divisions are doing it, majority of the Davao sample (95.1%) and Surabaya sample (78.3%) are convinced as well that using new ICT systems must be done also.

Majority of the Davao sample (93.9%) and Surabaya sample (87.2%) are similarly convinced that using new ICT systems must be done because citizens expect it. Moreover, majority of the Davao and Surabaya samples, with 93.9% and 62.8% respectively, are also convinced that citizens demand for new ICT systems to be used in the city government.

Although not significant but worth noting are the findings that some Surabaya respondents, from 11.5% to 30.8% of the sample, are not sure about the social influence

indicators. Also, a few Davao respondents, from 4.9% to 6.1% of the sample, are not sure of the social influence indicators either.

The study’s findings suggest that majority of the city government employees of Davao and Surabaya find the social influence indicators to be relatively convincing for them to use new ICT systems.

Table 4.22 Responses to facilitating conditions indicators (in %)

City	Response	Indicator statement			
		1. I have the knowledge and skill for it	2. Technical support and assistance would be available	3. Financial support is available	4. The city administration supports it
Davao	SD				
Surabaya					
Davao	D				
Surabaya		1.3	2.6	3.8	1.3
Davao	N				
Surabaya		29.5	16.7	16.7	5.1
Davao	A	65.9	54.6	58.5	48.8
Surabaya		47.4	60.3	52.6	52.6
Davao	SA	34.1	35.4	31.5	51.2
Surabaya		21.8	20.5	26.9	41.0

Legend: SD=Strongly disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly agree
 N= 82(Davao) 78(Surabaya)

Note: some items have missing responses

All of the Davao sample, with a cumulative 100% response to “agree” and “strongly agree”, are certain that they have the knowledge and skill for using new ICT systems. Majority of the Surabaya sample, with a cumulative 69.2% response to “agree” and “strongly agree”, are also certain that they are knowledgeable and skillful enough for using new ICT systems.

All of the Davao sample (100%) and majority of the Surabaya sample (80.8%) are likewise certain that technical support and assistance would be available for the use of new ICT systems. Besides, all of the Davao sample (100%) and majority of the Surabaya sample (79.5%) are certain as well that financial support would be available.

All of the Davao sample (100%) and majority of the Surabaya sample (93.6%) are similarly certain that their respective city administrations support the use of new ICT systems in the city government.

It must be mentioned that the results show some Surabaya respondents as being not sure about the facilitating conditions indicators, from 5.1% up to 29.5% of the sample.

Nevertheless, the study revealed that majority of the government employees are certain that the indicators for facilitating conditions in the use of new ICT systems are present in their respective city governments.

Table 4.23 Responses to anxiety indicators (in %)

City	Response	Indicator statement			
		1. I am hesitant in using or doing it	2. I worry that it will not work out as expected	3. I feel overwhelmed by it	4. I am concerned that citizens will not like it
Davao	SD	30.5	29.3	28.0	28.0
Surabaya		15.4	25.6	25.6	25.6
Davao	D	64.6	65.9	65.9	67.1
Surabaya		39.7	39.7	39.7	37.2
Davao	N	1.2	2.4	2.4	2.4
Surabaya		23.1	15.4	17.9	25.6
Davao	A	3.7	2.4	3.7	2.4
Surabaya		10.3	12.8	11.5	10.3
Davao	SA				
Surabaya		11.5	6.4	5.1	1.3

Legend: SD=Strongly disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly agree
N= 82(Davao) 78(Surabaya)

Note: some items have missing responses

Majority of the Davao sample, with a cumulative 95.1% response for “disagree” and “strongly disagree”, are confident that they are not hesitant in using new ICT systems. Majority of the Surabaya sample too, with a cumulative 55.1% response to “disagree” and “strongly disagree”, are confident that they would not hesitate in using new ICT systems.

Majority of the Davao sample (95.2%) and the Surabaya sample (65.3%) are not worried that using new ICT systems will not work out as expected. Nor do they feel overwhelmed by it according to the majority of Davao respondents (93.9%) and Surabaya respondents (65.3%).

In addition, majority of the Davao sample (95.1%) and Surabaya sample (62.8%) are not concerned that citizens will not like the use of new ICT systems in the city government.

Despite the abovementioned findings, some respondents from both cities still expressed their neutrality and agreement on the anxiety indicators. Nonetheless, the study showed that majority of the city government employees in Davao and Surabaya are confident that anxiety indicators do not affect their intention to use new ICT systems in the government.

Table 4.24 Responses to attitude indicators (in %)

City	Response	Indicator statement			
		1. It is a good idea	2. It is a worthwhile thing to do	3. I like it	4. It is a nice thing
Davao	SD				
Surabaya		1.3			
Davao	D				
Surabaya			2.6		1.3
Davao	N		1.2	1.2	1.2
Surabaya		5.1	3.8	7.7	5.1
Davao	A	68.3	68.3	68.3	69.5
Surabaya		46.2	53.8	50.0	52.6
Davao	SA	31.7	30.5	30.5	29.3
Surabaya		47.4	38.5	41.0	41.0

Legend: SD=Strongly disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly agree
N= 82(Davao) 78(Surabaya)

Note: some items have missing responses

All of the Davao sample, with a cumulative 100% response to “agree” and “strongly agree”, and majority of the Surabaya sample, with a cumulative 93.6% response to “agree” and “strongly agree”, believe that using new ICT systems is a good idea.

Using new ICT systems is a worthwhile thing to do according to majority of Davao respondents (98.8%) and majority of Surabaya respondents (92.3%). Moreover, majority of the Davao sample (98.8%) and Surabaya sample (91.0%) signified that they like using new ICT systems. Majority of the Davao sample (98.8%) and Surabaya sample (93.6%) also believe that using new ICT systems is a nice thing.

The study’s findings thus indicate that majority of the government employees of Davao and Surabaya manifest positive attitudes with regard to the use of new ICT systems in their respective city governments.

Table 4.25 Responses to behavioral intention indicators (in %)

City	Response	Indicator statement		
		1. I intend to do it	2. I predict that I would do it	3. I plan to do it very soon
Davao	SD			
Surabaya				
Davao	D			
Surabaya		1.3	1.3	1.3
Davao	N	1.2	4.9	6.1
Surabaya		9.0	7.7	10.3
Davao	A	50.0	70.7	70.7
Surabaya		44.9	64.1	46.2
Davao	SA	48.8	24.4	23.2
Surabaya		44.9	26.9	42.3

Legend: SD=Strongly disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly agree
 N= 82(Davao) 78(Surabaya)

Note: some items have missing responses

Majority of the Davao sample, with a cumulative 98.8% response to “agree” and “strongly agree”, and majority of the Surabaya sample, with a cumulative 89.8% response to “agree” and “strongly agree”, expressed that they intend to use new ICT systems. Also, majority of Davao respondents (95.1%) and majority of Surabaya respondents (91.0%) predicted that they would use new ICT systems. Likewise, majority of them, 93.9% for Davao and 88.5% for Surabaya, conveyed that they plan to use new ICT systems very soon.

The study clearly revealed that majority of the Davao and Surabaya city government employees affirmed their intention to use new ICT systems in their respective city governments.

4.2.2.1 Aggregate analysis for model 2: intention to adopt process redesign

Descriptive statistics

The findings in Table 4.26 below show the mean and standard deviation (SD) of the items or indicators for the constructs in research model 2. Mean values for all performance expectancy (PE) indicators are above four and standard deviations range from .75546 to .83626 indicating that there is general agreement to the items. There is a general trend of agreement to neutrality for all effort expectancy (EE) indicators and social influence indicators (except for SI3) as the mean values are within three scale and standard deviations vary between .77234 and .97272. The same general trend of

agreement to neutrality for facilitating conditions is suggested by the indicators' mean values, which are between 4.1750 and 3.9063, and standard deviations which are between .75974 and .80425. Mean values which are within the scale of two and standard deviations between .91451 and 1.05208 signify the overall trend of negative responses to all anxiety indicators. While for attitude indicators, mean values all within the scale of four and standard deviations varying between .73199 and .80525 point to an overall positive response tendency. There is an overall trend of agreement to neutrality for behavioral intention indicators, evidenced by mean values from 4.0188 to 3.8813 and standard deviations ranging from .81936 to .96997.

Table 4.26 Mean and standard deviation for items in model 2 (N=160)

Construct	Item	Mean	SD
Performance Expectancy	PE1	4.0562	.81840
	PE2	4.1188	.75546
	PE3	4.1063	.83626
	PE4	4.0625	.77450
Effort Expectancy	EE1	3.8437	.77335
	EE2	3.8438	.77335
	EE3	3.8062	.85043
	EE4	3.8188	.82319
Social Influence	SI1	3.8313	.97272
	SI2	3.9750	.82378
	SI3	4.0312	.77234
	SI4	3.8813	.90680
Facilitating Conditions	FC1	3.9063	.79144
	FC2	3.9625	.75974
	FC3	4.0312	.80425
	FC4	4.1750	.77338
Anxiety	ANX1	2.3062	1.05208
	ANX2	2.1937	1.03095
	ANX3	2.1375	.91451
	ANX4	2.1625	.95751
Attitude	AT1	4.1625	.79216
	AT2	4.1250	.79898
	AT3	4.0750	.80525
	AT4	4.1063	.73199
Behavioral Intention	BI1	4.0188	.93480
	BI2	3.8813	.81936
	BI3	3.9063	.96997

Reliability and validity analysis

Table 4.27 below presents the results of the reliability analysis applying Cronbach's alpha, which signifies the internal consistency of indicator items that

measure the same construct. A minimum Cronbach's alpha value of 0.70 indicate reliability and validity of constructs (Nunnally, 1978). The alpha values of the constructs range from .884 to .931, which means that all constructs have shown high reliability level.

Table 4.27 Reliability analysis of constructs (N=160)

Construct	Number of items	Cronbach's alpha α	Reliability type
Performance Expectancy	4	.931	High
Effort Expectancy	4	.915	High
Social Influence	4	.860	High
Facilitating Conditions	4	.887	High
Anxiety	4	.914	High
Attitude	4	.914	High
Behavioral Intention	3	.884	High

Discriminant validity of the variables was tested by calculating the covariance estimates between pairs of variables in the model (Anderson and Gerbing, 1988). The covariance between a pair of variables should be less than the square root of the average variance extracted (shown diagonally in bold numbers in Table 4.28 below) of each variable. A variable is believed to be different from other variables if the square root of average variance extracted for it is greater than its correlations with other variables (Barclay and Smith, 1997). For instance, the covariance between PE and EE is 5.274, which is less than the square root of average variance extracted for PE (8.351) and EE (8.202). Hence, PE is different from EE, or in other words, there is discriminant validity between both variables. All variables in model 2 passed this test.

Table 4.28 Covariances of variables in model 2

Variable	PE	EE	SI	FC	ANX	AT	BI
PE	8.351						
EE	5.274	8.202					
SI	6.584	5.813	8.427				
FC	6.174	5.458	6.190	7.269			
ANX	-2.550	-3.006	-3.188	-2.710	12.322		
AT	5.645	4.560	6.288	5.740	-2.756	7.737	
BI	5.153	3.437	5.142	4.554	-1.931	5.174	5.265

Structural model test

The test of the research model fit was done using the following fit indices: incremental fit index (IFI); comparative fit index (CFI); goodness-of-fit-index (GFI); and, root mean square residual (RMR), all of which were estimated by Amos. Table 4.29 below summarizes the model fit test.

Table 4.29 Model fit results for model 2

Index	Recommended value	Model value
Incremental fit index (IFI)	≥ 0.900	1.000
Comparative fit index (CFI)	≥ 0.900	1.000
Goodness-of-fit index (GFI)	≥ 0.950	1.000
Root mean square residual (RMR)	≤ 0.04	.000

The results show that the research model passed all fit indices with relatively high competences, evidenced by the model values exceeding the recommended values. It is now consequential to assess the regression weights of variables corresponding to the hypotheses of the study.

Hypothesis testing: independent and dependent variables

In assessing the relationships of the hypothetical constructs, regression weights should be significant (p value) at least at the .050 level (Henseler et al., 2009; Urbach and Ahlemann, 2010), and a weight or coefficient of at least .100 reports a certain impact within the structural model (Urbach & Ahlemann, 2010). These are either positive (i.e. in the expected direction) or negative. The coefficient of determination (R^2) values of approximately 0.67, 0.33, and 0.19 are considered as substantial, moderate and weak, respectively, in terms of the level of explanatory power (Chin, 1998). Table 4.30 below presents this analysis.

Table 4.30 Regression weights and hypothesis testing for model 2

Relationship	Standardized regression weight	Hypothesis supported?	Significance (p)
PE → BI	.347	Yes	<0.001
EE → BI	-.131	No	<0.05
SI → BI	.208	Yes	<0.01
FC → BI	.055	No	Ns
ANX → BI	.014	No	Ns
AT → BI	.442	Yes	<0.001
R ² (BI)	.757		

Legend: Ns=not significant

Findings shown in Table 4.30 above reveal that among all six independent variables, only performance expectancy (PE), social influence (SI) and attitude (AT) had impact on intention to adopt process redesign. Among these three pivotal variables, attitude has the highest regression weight value, followed by performance expectancy and social influence.

An interesting find here is the negative regression weight value between effort expectancy (EE) and behavioral intention (BI), with a significant p value of <0.05. This means that negative responses to effort expectancy indicators lead to negative responses to behavioral intention indicators. The finding that the R² value of BI, which is .757, suggests that the independent variables account for about 76% of the variance in BI. In other words, the independent variables in the model can substantially explain 76% of the BI, and the other 23% can be explained by other variables.

Three hypotheses for model 2 are supported by the findings: that performance expectancy, social influence, and attitude are positively associated with intention to adopt process redesign. The findings do not support the other hypotheses.

Hypothesis testing: moderator and predictor variables

This study analyzed the interaction effects of two moderating variables, age (AGE) and length of work experience (LWE), on selected exogenous variables to the endogenous variable. Analysis was done using bootstrapping procedure in PLS structural equation modeling. Researchers have suggested an interpretation of effect sizes: from 0.02 as weak, from 0.15 as moderate, and above 0.35 as strong (Henseler

and Fassott, 2010). Table 4.31 below summarizes the effects of the variables age and length of work experience.

Table 4.31 Moderating effects and hypothesis testing for model 2

Moderator→ Predictor	Standardized regression weight	Moderating effect size (f ²)	Significance (p)	Hypothesis supported?
AGE → EE	-0.252	0.068	Ns	No
AGE → ANX	0.369	0.158	Ns	No
AGE → AT	-0.267	0.077	Ns	No
LWE → PE	-0.142	0.021	Ns	No
LWE → EE	-0.245	0.064	Ns	No
LWE → SI	-0.188	0.037	Ns	No
LWE → AT	-0.322	0.115	Ns	No

Legend: Ns=not significant

All the hypotheses for moderating effects of the variables age (AGE) and length of work experience (LWE) on certain independent variables are not supported by the results. Even though regression weight values in some moderator-predictor relationships are significant (both in positive and negative directions): i.e. AGE→EE (-0.252), AGE→ANX (0.369), AGE→AT (-0.267), LWE→PE (-0.142), LWE→EE (-0.245), LWE→SI (-0.188), and LWE→AT (-0.322); their moderating effect sizes (f²) are not statistically significant. Thus, age and length of work experience of the city government employees did not moderate the associations of independent and dependent variables in model 2.

The summary of results for hypotheses testing for associations between the independent and dependent variables, and for the effects of moderating variables are presented in Table 4.32 below. The study shows that in adopting process redesign for e-government transformation, performance expectancy, social influence and attitude towards this behavioral intention are the pivotal variables. Age and length of work experience do not appear as moderating variables. Substantiating these results are the following remarks of respondents:

“using the system makes it more efficient” (Surabaya respondent)

“it’s more effective and efficient, nowadays everything need to be fast” (Davao respondent)

“the fast and easy process of public services is the fundamental thing for efficiency and optimizing the output of information that are needed by the citizens” (Surabaya respondent)

“The number of population that keep increasing means that the level of demand is also increasing. With the technology nowadays, it will be a waste if we cannot use it well.” (Davao respondent)

Table 4.32 Summary of hypotheses testing results for model 2

Hypothesis	Result
H1b. Performance expectancy is positively associated with intention to adopt process redesign.	Accepted
H2b. Effort expectancy is positively associated with intention to adopt process redesign.	Rejected
H3b. Social influence is positively associated with intention to adopt process redesign.	Accepted
H4b. Facilitating conditions are positively associated with intention to adopt process redesign.	Rejected
H5b. Anxiety is negatively associated with intention to adopt process redesign. adopt process redesign.	Rejected
H6b. Attitude is positively associated with intention to adopt process redesign.	Accepted
H7a.2 Age will significantly adopt process redesign. moderate the association between effort expectancy and intention to adopt process redesign.	Rejected
H7b.2 Age will significantly moderate the association between anxiety and intention to adopt process redesign.	Rejected
H7c.2 Age will significantly moderate the association between attitude and intention to adopt process redesign.	Rejected
H8a.2 Length of work experience will significantly moderate the association between performance expectancy and intention to adopt process redesign.	Rejected
H8b.2 Length of work experience will significantly moderate the association between effort expectancy and intention to adopt process redesign.	Rejected
H8c.2 Length of work experience will significantly moderate the association between social influence and intention to adopt process redesign.	Rejected
H8d.2 Length of work experience will significantly moderate the association between attitude and intention to adopt process redesign.	Rejected

Responses to variable indicators

Table 4.33 Responses to performance expectancy indicators (in %)

Indicator statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. Tasks would be completed in less time and at less cost	.6	2.5	13.1	55.0	28.1
2. Set goals and objectives of the department would be achieved	.6	1.9	7.5	61.9	27.5
3. Service quality would be enhanced		1.3	13.8	51.9	31.9
4. Overall productivity of the department would be increased	.6	1.3	13.1	58.1	26.3

N=160

Note: some items have missing responses

Majority of the respondents were in agreement with all indicators for performance expectancy (PE). A large majority of them, with a cumulative percentage of not less than 83.1% for “agree” and “strongly agree”, indicated that adopting process redesign would satisfy expectations on the performance of the city government in terms of: completion of tasks in less time and less cost; achievement of set goals and objectives; enhancement of service quality; and, increase in the overall productivity of the department or agency.

Table 4.34 Responses to effort expectancy indicators (in %)

Indicator statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. Implementing would be easy		3.1	23.1	56.9	16.3
2. Using and adopting would be easy		3.8	21.3	58.8	15.6
3. Interaction with co-workers would be unproblematic		3.8	23.8	54.4	16.9
4. Adjustment would be uncomplicated		4.4	25.0	51.8	18.1

N=160

Note: some items have missing responses

Majority of the respondents were in agreement with all the indicators for effort expectancy (EE). With a cumulative percentage of not less than 69.9% for “agree” and “strongly agree”, majority of the sample signified that adopting process redesign would meet their expectations on the efforts related to it such as: easy implementation; ease of use and adoption; unproblematic interaction with co-workers; and, uncomplicated

adjustment. However, the result that between 21.3% and 25% of the respondents took a neutral position for all indicators is worth noting.

Table 4.35 Responses to social influence indicators (in %)

Indicator statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. It must be done because other cities are doing it	.6	5.6	17.5	53.1	21.3
2. It must be done because other departments/divisions are doing it		1.3	18.8	55.0	23.8
3. It must be done because citizens expect it		1.3	18.1	53.8	26.3
4. It must be done because citizens demand it		4.4	21.9	48.8	23.8

N=160

Note: some items have missing responses

Majority of the respondents were in agreement with all the indicators for social influence (SI). With cumulative percentages for “agree” and “strongly agree” ranging from not less than 72.6% to not more than 80.1%, a large majority of them believed that adopting process redesign must be done because of the following social influences: other cities are doing it; other departments or divisions are doing it; citizens expect it; and that, citizens demand it. It should be noted that some respondents disagree with the indicator statements, and between 17.5% to 21.9% are neutral on the indicators.

Table 4.36 Responses to facilitating conditions indicators (in %)

Indicator statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. I have the knowledge and skill for it	.6	1.3	22.5	55.0	20.0
2. Technical support and assistance would be available		3.1	15.0	61.3	20.0
3. Financial support is available		3.8	13.1	56.3	26.3
4. The city administration supports it		1.9	10.6	52.5	34.4

N=160

Note: some items have missing responses

Majority of the respondents were in agreement with the indicators for facilitating conditions (FC). With a cumulative response of 75.0% for “agree” and “strongly agree”, the respondents believed that they have the knowledge and skill for adopting process redesign. Around 81% of them agree and strongly agree that technical support and assistance would be available, while approximately 83% agree and strongly

agree that financial support is available. Around 87% of the city government employees believed that the city administration supports the adoption of process redesign. In spite of these, between 10.6% to 22.5% are undecided about the indicators.

Table 4.37 Responses to anxiety indicators (in %)

Indicator statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. I am hesitant in using or doing it	20.6	44.4	20.0	10.6	3.8
2. I worry that it will not work out as expected	25.0	43.8	18.8	8.8	3.1
3. I feel overwhelmed by it	23.8	46.3	20.6	8.1	.6
4. I am concerned that citizens will not like it	24.4	44.4	20.6	8.8	1.3

N=160

Note: some items have missing responses

Majority of the sample were not anxious about adopting process redesign. Around 65% of them said that they are not hesitant in doing it, around 69% believed that it will work out as expected, about 70% did not feel overwhelmed by it, and around 69% were not concerned that citizens will not like it. A few respondents agreed with the indicators, suggesting that they are relatively anxious with the behavioral intention. Between 18.8% and 20.6% of the sample were not sure with the anxiety indicators.

Table 4.38 Responses to attitude indicators (in %)

Indicator statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. It is a good idea	.6	1.9	8.8	55.0	33.1
2. It is a worthwhile thing to do		1.3	10.0	57.5	30.0
3. I like it		.6	14.4	55.6	28.1
4. It is a nice thing		.6	13.8	56.9	28.1

N=160

Note: some items have missing responses

Majority of the respondents showed positive attitudes towards adopting process redesign. About 88% of them believed that it is a good idea; about 87% think that it is a worthwhile thing to do; about 84% agree that it is likeable; and, 85% indicate that it is a nice thing to do.

Table 4.39 Responses to behavioral intention indicators (in %)

Indicator statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. I intend to do it	1.3	2.5	15.0	49.4	30.6
2. I predict that I would do it		3.8	16.3	61.9	16.9
3. I plan to do it very soon	1.3	2.5	24.4	41.9	28.8

N=160

Note: some items have missing responses

Majority of the sample indicated positive intentions towards adopting process redesign in the city government. Not less than 79% intended to do it and predicted that they would do it, while about 71% planned to do it very soon. A few respondents, between 15.0% and 24.4%, are not sure about their intentions.

4.2.2.2 Comparative analysis of model 2 cases: Davao and Surabaya

Descriptive statistics

The findings in Table 4.40 below show the mean and standard deviation (SD) of the items or indicators for the constructs in research model 2. There is a general trend of agreement by the Davao sample to all performance expectancy (PE) indicators shown by mean values which are all in the scale of four and standard deviations between .46319 and .47712. On the other hand, mean values ranging from 3.9231 to 3.7692 and standard deviations between .91059 and 1.04103 show the general trend of positive to neutral responses from the Surabaya sample to the performance expectancy indicators.

The same trend of generally positive responses to effort expectancy (EE) indicators from the Davao sample is observed from the mean values which are all within the scale of four and standard deviations ranging from .63248 to .65447. Likewise, the same trend of generally positive to neutral responses from the Surabaya sample can be observed from the mean values which are all in the scale of three and standard deviations ranging from .81415 to .94996 for the effort expectancy indicators.

Responses for social influence (SI) and facilitating conditions (FC) indicators from the Davao sample reveal the similar overall positive tendency, the mean values of which are all within the scale of four and standard deviations all within the .5 measure. While the similar overall positive to neutral tendency of responses from the Surabaya sample to indicators for social influence and facilitating conditions can be observed

from the mean values which are all within the scale of three and standard deviations measured from .90444 to 1.19244.

Table 4.40 Comparative mean and standard deviation

Construct	Item	Mean		SD	
		Davao	Surabaya	Davao	Surabaya
Performance Expectancy	PE1	4.3049	3.7949	.46319	1.01109
	PE2	4.3049	3.9231	.46319	.93655
	PE3	4.3415	3.8590	.47712	1.04103
	PE4	4.3415	3.7692	.47712	.91059
Effort Expectancy	EE1	4.0976	3.5769	.64040	.81415
	EE2	4.0976	3.5769	.64040	.81415
	EE3	4.0854	3.5128	.63248	.94996
	EE4	4.0610	3.5641	.65447	.90582
Social Influence	SI1	4.1585	3.4872	.53216	1.19244
	SI2	4.1585	3.7821	.53216	1.01479
	SI3	4.1220	3.9359	.55311	.94443
	SI4	4.1220	3.6282	.55311	1.11785
Facilitating Conditions	FC1	4.1707	3.6282	.51651	.92735
	FC2	4.1829	3.7308	.50008	.90702
	FC3	4.2683	3.7821	.54544	.94865
	FC4	4.3537	3.9872	.57461	.90444
Anxiety	ANX1	1.9634	2.6667	.82320	1.14718
	ANX2	2.0000	2.3974	.83148	1.17705
	ANX3	2.0244	2.2564	.84584	.97282
	ANX4	2.0244	2.3077	.84584	1.04828
Attitude	AT1	4.2805	4.0385	.47854	1.01216
	AT2	4.2073	4.0385	.53835	.99925
	AT3	4.1707	3.9744	.58383	.97999
	AT4	4.1707	4.0385	.58383	.85951
Behavioral Intention	BI1	4.4146	4.0128	.52000	.94654
	BI2	4.0854	3.8718	.52590	.82744
	BI3	4.0732	3.8974	.56175	.97488

N= 82 (Davao) 78 (Surabaya)

For anxiety (ANX) indicators, both Davao and Surabaya samples exhibited generally negative responses as can be made out from the mean values which vary between 2.6667 and 1.9634 and standard deviations which vary between .82320 and 1.17705.

There is a general positive response to attitude (AT) indicators from the Davao sample as shown by mean values all within the scale of four and standard deviations from .47854 to .58383, while there is a general positive to neutral response to attitude indicators from the Surabaya sample as shown by mean values that are between 4.0385 and 3.9744 and standard deviations from .85951 to .99925.

Responses from the Davao sample on behavioral intention (BI) indicators are generally positive, with all mean values in the scale of four and standard deviations from .52000 to .56175, whereas responses from the Surabaya sample are generally positive to neutral as shown by mean values ranging from 4.0128 to 3.8718 and standard deviations from .82744 to .97488.

Hypothesis testing: independent and dependent variables

In assessing the relationships of the hypothetical constructs, regression weights should be significant at least at the .050 level (Henseler et al, 2009; Urbach and Ahlemann, 2010), and a weight or coefficient of at least .100 reports a certain impact within the structural model (Urbach & Ahlemann, 2010). These are either positive (i.e. in the expected direction) or negative. Regression weight values of approximately 0.67, 0.33, and 0.19 are considered as substantial, moderate and weak, respectively, in terms of the level of explanatory power (Chin, 1998). Table 4.41 below presents this analysis.

Table 4.41 Regression weights and hypothesis testing for Davao (D) and Surabaya (S)

Relationship	Standardized regression weight		Hypothesis supported?		Significance (p)	
	D	S	D	S	D	S
PE → BI	.172	.361	Yes	Yes	<0.05	<0.001
EE → BI	-.046	-.153	No	No	Ns	Ns
SI → BI	.085	.219	No	No	Ns	Ns
FC → BI	.080	.080	No	No	Ns	Ns
ANX → BI	.002	.019	No	No	Ns	Ns
AT → BI	.642	.401	Yes	Yes	<0.001	<0.001
R ² (BI)	.800	.741				

Legend: Ns=not significant

The tests for the regression weights between performance expectancy (PE) and behavioral intention (BI) showed that there is positive association between the two variables in both Davao and Surabaya, with regression weights of .172 and .361 respectively. Results also showed that there is no positive association between effort expectancy (EE) and behavioral intention (BI) in both cities. Likewise, there is no positive association between social influence (SI) and behavioral intention (BI). Tests also showed that there is no positive association between facilitating conditions (FC)

and behavioral intention (BI) in Davao and Surabaya. Anxiety (ANX) is not negatively associated with behavioral intention (BI) in both cities. Results showed that attitude (AT) is significantly associated with behavioral intention (BI) in Davao and Surabaya, with regression weight values of .642 and .401 respectively. Thus, the study shows that based on the research model, performance expectancy and attitude are the pivotal factors for adopting process redesign by employees of the Davao and Surabaya city governments.

Hypothesis testing: moderator and predictor variables

This study analyzed the interaction effects of two moderating variables, age (AGE) and length of work experience (LWE), on selected exogenous variables to the endogenous variable. Analysis was done using bootstrapping technique in partial least square SEM. Researchers have suggested an interpretation of effect sizes: from 0.02 as weak, from 0.15 as moderate, and above 0.35 as strong (Henseler and Fassott, 2010). Table 4.42 below summarizes the effects of the variables age and length of work experience.

Table 4.42 Moderating effects and hypothesis testing for Davao (D) and Surabaya (S)

Moderator → Predictor	Standardized regression weight		Moderating effect size (f ²)		Significance (p)		Hypothesis supported?	
	D	S	D	S	D	S	D	S
AGE → EE	-0.573	-0.087	0.489	0.008	<0.01	Ns	Yes (-)	No
AGE → ANX	0.613	0.191	0.601	0.038	<0.01	Ns	Yes (+)	No
AGE → AT	-0.490	-0.162	0.316	0.027	<0.05	Ns	Yes (-)	No
LWE → PE	-0.538	-0.079	0.406	0.006	<0.05	Ns	Yes (-)	No
LWE → EE	-0.534	-0.187	0.398	0.036	<0.01	Ns	Yes (-)	No
LWE → SI	-0.570	-0.126	0.482	0.016	<0.05	Ns	Yes (-)	No
LWE → AT	-0.551	-0.198	0.436	0.055	<0.05	Ns	Yes (-)	No

Legend: Ns=not significant

The tests for moderating effects of age (AGE) revealed that it strongly moderates in the negative direction the relationship between effort expectancy and behavioral intention of the Davao sample. This means that older employees tend to believe that adopting process redesign would require more effort. However, age has no effect on effort expectancy in the case of the Surabaya sample. Age also strongly and positively moderates the effect of anxiety on behavioral intention of the Davao sample, which implies that older employees tend to be anxious about adopting process redesign.

Conversely, age has no effect on anxiety for the Surabaya sample. Age moderately affects in the negative direction the association of attitude on behavioral intention of the Davao sample, which suggests that older employees are likely to show negative attitudes regarding the adoption of process redesign. On the other hand, age does not appear to affect the association between attitude and behavioral intention of Surabaya city government employees.

The study found out that length of work experience (LWE) strongly moderates in the negative direction the associations between performance expectancy, effort expectancy, social influence, attitude and behavioral intention of the Davao sample. These findings imply that employees who have worked relatively longer in the Davao city government had a tendency: to believe that adopting process redesign does not necessarily affect the city government's performance positively; to suppose that adopting process redesign would require more effort; to assume that social influences or factors are not important considerations in adopting process redesign; and, to exhibit negative attitudes toward adopting process redesign. On the other hand, the Surabaya city government employees' length of work experience does not affect their beliefs on performance expectancy, suppositions on efforts needed, assumptions on social influences, and attitudes toward adopting process redesign. Again, these results could be rationalized by this study's prior finding that more Davao employees are older and have longer work experience than Surabaya employees.

Below is Table 4.43 showing the summary of hypothesis testing results from the Davao and Surabaya samples for the study's model 2 (adopting process redesign). Results indicate that performance expectancy and attitude are the pivotal variables which predict the intention of Davao and Surabaya city government employees to adopt process redesign. Age is shown to have a strong positive moderating effect on the influence of anxiety, and strong and moderate negative effects, respectively, on the influence of effort expectancy and attitude on intention of Davao city government employees. Their length of work experience turns out to have strong negative moderating effects on the influence of performance expectancy, effort expectancy, social influence and attitude on intention to adopt process redesign. On the contrary, both age and length of work experience of Surabaya city government employees do not affect in any way the predictor variables of intention to adopt process redesign.

Table 4.43 Comparative summary of hypotheses testing results for model 2

Hypothesis	Result	
	Davao	Surabaya
H1b. Performance expectancy is positively associated with intention to adopt process redesign.	Accepted	Accepted
H2b. Effort expectancy is positively associated with intention to adopt process redesign.	Rejected	Rejected
H3b. Social influence is positively associated with intention to adopt process redesign.	Rejected	Rejected
H4b. Facilitating conditions are positively associated with intention to adopt process redesign.	Rejected	Rejected
H5b. Anxiety is negatively associated with intention to adopt process redesign.	Rejected	Rejected
H6b. Attitude is positively associated with intention to adopt process redesign.	Accepted	Accepted
H7a.2 Age will significantly moderate the association between effort expectancy and intention to adopt process redesign.	Accepted (-)	Rejected
H7b.2 Age will significantly moderate the association between anxiety and intention to adopt process redesign.	Accepted (+)	Rejected
H7c.2 Age will significantly moderate the association between attitude and intention to adopt process redesign.	Accepted (-)	Rejected
H8a.2 Length of work experience will significantly moderate the association between performance expectancy and intention to adopt process redesign.	Accepted (-)	Rejected
H8b.2 Length of work experience will significantly moderate the association between effort expectancy and intention to adopt process redesign.	Accepted (-)	Rejected
H8c.2 Length of work experience will significantly moderate the association between social influence and intention to adopt process redesign.	Accepted (-)	Rejected
H8d.2 Length of work experience will significantly moderate the association between attitude and intention to adopt process redesign.	Accepted (-)	Rejected

Responses to variable indicators

Table 4.44 Responses to performance expectancy indicators (in %)

City	Response	Indicator statement			
		1. Tasks would be completed in less time and at less cost	2. Set goals and objectives of the department would be achieved	3. Service quality would be enhanced	4. Overall productivity of the department would be increased
Davao	SD				
Surabaya		1.3	1.3		1.3
Davao	D				
Surabaya		5.1	3.8	2.6	2.6
Davao	N				
Surabaya		26.9	15.4	28.2	26.9
Davao	A	69.5	69.5	65.9	65.9
Surabaya		39.7	53.8	37.2	50.0
Davao	SA	30.5	30.5	34.1	34.1
Surabaya		25.6	24.4	29.5	17.9

Legend: SD=Strongly disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly agree
 N= 82(Davao) 78(Surabaya)

Note: some items have missing responses

All of the Davao sample, with a cumulative 100% response for “agree” and “strongly agree”, believe that adopting process redesign would result to completion of tasks in less time and at less cost. Majority of the Surabaya sample, with a cumulative 65.3% response for “agree” and “strongly agree”, also believe that adopting process redesign would meet expectations of efficiency and effectiveness.

All of the Davao sample or 100% believe that adopting process redesign would help achieve the set goals and objectives of the department or agency. Likewise, a majority or 78.2% of the Surabaya sample believes that adopting process redesign would meet performance expectations in terms of achieving the department’s or agency’s goals and objectives.

All of the Davao sample or 100% believe that adopting process redesign would enhance the quality of their service. A majority of the Surabaya sample or 66.7% similarly believes that adopting process redesign would enhance the service quality of their department in particular and the city government in general.

All of the Davao sample or 100% believe that adopting process redesign would increase the productivity of their department, while a majority or 67.9% of the Surabaya

sample also believe that adopting process redesign would enhance their respective department's output.

It must be mentioned that some respondents from Surabaya, between 15.4% and 28.2% of the sample, were not sure regarding the performance expectancy indicators.

These results clearly show that majority of the employees in the city governments of Davao and Surabaya believe that adopting process redesign would meet all the performance expectancy indicators.

Table 4.45 Responses to effort expectancy indicators (in %)

City	Response	Indicator statement			
		1. Implementing would be easy	2. Using and adopting would be easy	3. Interaction with co-workers would be unproblematic	4. Adjustment would be uncomplicated
Davao	SD				
Surabaya					
Davao	D	2.4	2.4	2.4	3.7
Surabaya		3.8	5.1	5.1	5.1
Davao	N	8.5	8.5	8.5	7.3
Surabaya		38.5	34.6	39.7	43.6
Davao	A	65.9	65.9	67.1	68.3
Surabaya		47.4	51.3	41.0	34.6
Davao	SA	23.2	23.2	22.0	20.7
Surabaya		9.0	7.7	11.5	15.4

Legend: SD=Strongly disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly agree
N= 82(Davao) 78(Surabaya)

Note: some items have missing responses

Majority of the Davao sample, with a cumulative 89.3% response for "agree" and "strongly agree", consider that adopting process redesign would be easy to implement. Also, a majority of the Surabaya sample, with a cumulative 56.4% response for "agree" and "strongly agree", consider that adopting process redesign would be easy to implement.

Likewise, majority of the Davao sample (89.3%) and Surabaya sample (59%) consider the use and adoption of process redesign to be easy.

Interaction with co-workers in the redesigned processes' environment would be unproblematic according to majority of the Davao sample (78.6%) and majority of the Surabaya sample (52.5%).

Adjustment to the redesigned processes' setting would be uncomplicated according to majority of the Davao sample (89.0%) and half of the Surabaya sample (50%).

A notable result in this regard is that some Surabaya respondents, from 34.6% to 43.6% of the sample, are not sure about the effort expectancy indicators, as compared to a very few Davao respondents.

The results presented above indicate that majority of the Davao and Surabaya city government employees find the adoption of process redesign to be relatively easy in terms of the effort expectancy indicators.

Table 4.46 Responses to social influence indicators (in %)

City	Response	Indicator statement			
		1. It must be done because other cities are doing it	2. It must be done because other departments or divisions are doing it	3. It must be done because citizens expect it	4. It must be done because citizens demand it
Davao	SD				
Surabaya		1.3			
Davao	D				
Surabaya		11.5	2.6	2.6	9.0
Davao	N	7.3	7.3	9.8	9.8
Surabaya		28.2	30.8	26.9	34.6
Davao	A	69.5	69.5	68.3	68.3
Surabaya		35.9	39.7	38.5	28.2
Davao	SA	23.2	23.2	22.0	22.0
Surabaya		19.2	24.4	30.8	25.6

Legend: SD=Strongly disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly agree
N= 82(Davao) 78(Surabaya)

Note: some items have missing responses

Majority of the Davao sample, with a cumulative 92.7% response to “agree” and “strongly agree”, and majority too of the Surabaya sample, with a cumulative 55.1% response to “agree” and “strongly agree”, are convinced that adopting process redesign must be done because other cities are doing it.

Because other departments or divisions are doing it, majority of the Davao sample (92.7%) and Surabaya sample (64.1%) are convinced as well that adopting process redesign must be done also.

Majority of the Davao sample (90.3%) and Surabaya sample (69.3%) are similarly convinced that adopting process redesign must be done because citizens

expect it. Moreover, majority of the Davao and Surabaya samples, with 90.3% and 53.8% respectively, are also convinced that citizens demand for process redesign to be adopted in the city government.

Although not significant but worth noting are the findings that some Surabaya respondents, from 26.9% to 34.6% of the sample, are not sure about the social influence indicators. Also, a few Davao respondents, from 7.3% to 9.8% of the sample, are not sure of the social influence indicators either.

The study's findings suggest that majority of the city government employees of Davao and Surabaya find the social influence indicators to be relatively convincing for them to adopt process redesign.

Table 4.47 Responses to facilitating conditions indicators (in %)

City	Response	Indicator statement			
		1. I have the knowledge and skill for it	2. Technical support and assistance would be available	3. Financial support is available	4. The city administration supports it
Davao	SD				
Surabaya		1.3			
Davao	D				
Surabaya		2.6	6.4	7.7	3.8
Davao	N	6.1	4.9	4.9	4.9
Surabaya		39.7	25.6	21.8	16.7
Davao	A	70.7	72.0	63.4	54.9
Surabaya		38.5	50.0	48.7	50.0
Davao	SA	23.2	23.2	31.7	40.2
Surabaya		16.7	16.7	20.5	28.2

Legend: SD=Strongly disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly agree
 N= 82(Davao) 78(Surabaya)

Note: some items have missing responses

Majority of the Davao sample, with a cumulative 93.9% response to “agree” and “strongly agree”, are certain that they have the knowledge and skill for adopting process redesign. Majority of the Surabaya sample, with a cumulative 55.2% response to “agree” and “strongly agree”, are also certain that they are knowledgeable and skillful enough for adopting process redesign.

Majority of the Davao sample (95.2%) and Surabaya sample (66.7%) are likewise certain that technical support and assistance would be available for the

adoption of process redesign. Besides, majority of the Davao sample (95.1%) and Surabaya sample (69.2%) are certain as well that financial support would be available.

Majority of the Davao sample (95.2%) and majority of the Surabaya sample (78.2%) are certain that their respective city administrations support the adoption of process redesign in the city government.

It must be mentioned that the results show some Surabaya respondents as being not sure about the facilitating conditions indicators, from 16.7% up to 39.7% of the sample.

Nevertheless, the study revealed that majority of the government employees of both cities are certain that the indicators for facilitating conditions in the adoption of process redesign are present in their respective city governments.

Table 4.48 Responses to anxiety indicators (in %)

City	Response	Indicator statement			
		1. I am hesitant in using or doing it	2. I worry that it will not work out as expected	3. I feel overwhelmed by it	4. I am concerned that citizens will not like it
Davao	SD	28.0	26.8	26.8	26.8
Surabaya		12.8	23.1	20.5	21.8
Davao	D	54.9	53.7	51.2	51.2
Surabaya		33.3	33.3	41.0	37.2
Davao	N	9.8	12.2	14.6	14.6
Surabaya		30.8	25.6	26.9	26.9
Davao	A	7.3	7.3	7.3	7.3
Surabaya		14.1	10.3	9.0	10.3
Davao	SA				
Surabaya		7.7	6.4	1.3	2.6

Legend: SD=Strongly disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly agree
 N= 82(Davao) 78(Surabaya)

Note: some items have missing responses

Majority of the Davao sample, with a cumulative 82.9% response for “disagree” and “strongly disagree”, are confident that they are not hesitant in adopting process redesign. However, only some of the Surabaya respondents, with a cumulative 46.1% response to “disagree” and “strongly disagree”, are confident that they would not hesitate in adopting process redesign.

Majority of the Davao sample (80.5%) and the Surabaya sample (56.4%) are not worried that adopting process redesign will not work out as expected. Nor do they

feel overwhelmed by it according to the majority of Davao respondents (78.0%) and Surabaya respondents (61.5%).

In addition, majority of the Davao sample (78.0%) and Surabaya sample (59.0%) are not concerned that citizens will not like the adoption of process redesign in the city government.

Despite the abovementioned findings, some respondents from both cities still expressed their neutrality and agreement on the anxiety indicators. Nonetheless, the study showed that majority of the city government employees in Davao and Surabaya are confident that anxiety indicators do not affect their intention to adopt process redesign in the government.

Table 4.49 Responses to attitude indicators (in %)

City	Response	Indicator statement			
		1. It is a good idea	2. It is a worthwhile thing to do	3. I like it	4. It is a nice thing
Davao	SD				
Surabaya		1.3			
Davao	D				
Surabaya		3.8	2.6	1.3	1.3
Davao	N	1.2	6.1	9.8	9.8
Surabaya		16.7	14.1	19.2	17.9
Davao	A	69.5	67.1	63.4	63.4
Surabaya		39.7	47.4	47.4	50.0
Davao	SA	29.3	26.8	26.8	26.8
Surabaya		37.2	33.3	29.5	29.5

Legend: SD=Strongly disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly agree
N= 82(Davao) 78(Surabaya)

Note: some items have missing responses

Majority of the Davao sample, with a cumulative 98.8% response to “agree” and “strongly agree”, and majority of the Surabaya sample, with a cumulative 76.9% response to “agree” and “strongly agree”, believe that adopting process redesign is a good idea.

Adopting process redesign is a worthwhile thing to do according to majority of Davao respondents (93.9%) and majority of Surabaya respondents (80.7%). Moreover, majority of the Davao sample (90.2%) and Surabaya sample (76.9%) signified that they like adopting process redesign. Majority of the Davao sample

(90.2%) and Surabaya sample (79.5%) also believe that adopting process redesign is a nice thing.

The study's findings thus indicate that majority of the government employees of Davao and Surabaya manifest positive attitudes with regard to the adoption of process redesign in their respective city governments.

Table 4.50 Responses to behavioral intention indicators (in %)

City	Response	Indicator statement		
		1. I intend to do it	2. I predict that I would do it	3. I plan to do it very soon
Davao	SD			
Surabaya		1.3		1.3
Davao	D			
Surabaya		2.6	3.8	2.6
Davao	N	1.2	9.8	12.2
Surabaya		15.4	16.7	24.4
Davao	A	56.1	72.0	68.3
Surabaya		48.7	61.5	42.3
Davao	SA	42.7	18.3	19.5
Surabaya		30.8	16.7	28.2

Legend: SD=Strongly disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly agree
N= 82(Davao) 78(Surabaya)

Note: some items have missing responses

Majority of the Davao sample, with a cumulative 98.8% response to “agree” and “strongly agree”, and majority of the Surabaya sample, with a cumulative 79.5% response to “agree” and “strongly agree”, expressed that they intend to adopt process redesign. Also, majority of Davao respondents (90.3%) and majority of Surabaya respondents (78.2%) predicted that they would adopt process redesign. Likewise, majority of them, 87.8% for Davao and 70.5% for Surabaya, conveyed that they plan to adopt process redesign very soon.

The study clearly revealed that majority of the Davao and Surabaya city government employees affirmed their intention to adopt process redesign in their respective city governments.

4.2.3.1 Aggregate analysis for model 3: intention to adopt organizational structuring

Descriptive statistics

The findings in Table 4.51 below show the mean and standard deviation (SD) of the items or indicators for the constructs in research model 3. Mean values for all performance expectancy (PE) indicators are within the scale of three and standard deviations range from .82681 to .94336 indicating that there is a general trend of agreement and neutrality to the items.

Table 4.51 Mean and standard deviation for items in model 3 ($N=160$)

Construct	Item	Mean	SD
Performance Expectancy	PE1	3.8750	.94336
	PE2	3.9875	.86865
	PE3	3.9875	.90413
	PE4	3.9563	.82681
Effort Expectancy	EE1	3.6750	.87989
	EE2	3.6562	.87629
	EE3	3.5750	1.01900
	EE4	3.5500	1.00189
Social Influence	SI1	3.7625	1.03089
	SI2	3.8000	.88878
	SI3	3.9375	.90204
	SI4	3.7063	.97514
Facilitating Conditions	FC1	3.7750	.85377
	FC2	3.7750	.86838
	FC3	3.8375	.86793
	FC4	4.0500	.88168
Anxiety	ANX1	2.4063	1.07748
	ANX2	2.2687	1.03232
	ANX3	2.2688	1.02621
	ANX4	2.3438	1.00968
Attitude	AT1	4.0062	.87233
	AT2	3.8688	.97852
	AT3	3.8875	.93154
	AT4	3.9125	.85699
Behavioral Intention	BI1	4.0813	.79283
	BI2	3.8688	.76168
	BI3	4.0500	.89583

There is also a general trend of agreement to neutrality for all effort expectancy (EE) indicators and social influence indicators as the mean values are within the three scale and standard deviations vary between .87629 and 1.03089. The same general trend of agreement to neutrality for facilitating conditions is suggested by the indicators' mean values, which are between 4.0500 and 3.7750, and standard deviations

which are between .85377 and .88168. Mean values which are within the scale of two and standard deviations between 1.00968 and 1.07748 signify the overall trend of negative responses to all anxiety indicators. While for attitude indicators, mean values varying from 4.0062 to 3.8688 and standard deviations varying between .85699 and .97852 point to an overall positive and neutral response tendency. There is an overall trend of agreement to neutrality for behavioral intention indicators, evidenced by mean values from 4.0813 to 3.8688 and standard deviations ranging from .76168 to .89583.

Reliability and validity analysis

Table 4.52 below presents the results of the reliability analysis applying Cronbach's alpha, which signifies the internal consistency of indicator items that measure the same construct. A minimum Cronbach's alpha value of 0.70 indicate reliability and validity of constructs (Nunnally, 1978). The alpha values of the constructs range from .870 to .927, which means that all constructs have shown high reliability level.

Table 4.52 Reliability analysis of constructs (N=160)

Construct	Number of items	Cronbach's alpha α	Reliability type
Performance Expectancy	4	.927	High
Effort Expectancy	4	.912	High
Social Influence	4	.895	High
Facilitating Conditions	4	.921	High
Anxiety	4	.919	High
Attitude	4	.920	High
Behavioral Intention	3	.870	High

Discriminant validity of the variables was tested by calculating the covariance estimates between pairs of variables in the model (Anderson and Gerbing, 1988). The covariance between a pair of variables should be less than the square root of the average variance extracted (shown diagonally in bold numbers in Table 4.53 below) of each variable. A variable is believed to be different from other variables if the square root of average variance extracted for it is greater than its correlations with other variables (Barclay and Smith, 1997). For instance, the covariance between PE and EE is 7.663,

which is less than the square root of average variance extracted for PE (10.219) and EE (11.161). Hence, PE is different from EE, or in other words, there is discriminant validity between both variables. All variables in model 3 passed this test.

Table 4.53 Covariances of variables in model 3

Variable	PE	EE	SI	FC	ANX	AT	BI
PE	10.219						
EE	7.663	11.161					
SI	8.084	8.250	10.851				
FC	8.185	8.025	8.122	9.671			
ANX	-.663	-1.256	-.791	-1.495	13.705		
AT	8.081	6.942	8.536	8.223	-1.382	10.594	
BI	6.270	5.238	5.995	6.137	-.640	6.994	7.628

Structural model test

The test of the research model fit was done using the following fit indices: incremental fit index (IFI); comparative fit index (CFI); goodness-of-fit-index (GFI); and, root mean square residual (RMR), all of which were estimated using Amos. Table 4.54 below summarizes the model fit test.

Table 4.54 Model fit results for model 3

Index	Recommended value	Model value
Incremental fit index (IFI)	≥ 0.900	1.000
Comparative fit index (CFI)	≥ 0.900	1.000
Goodness-of-fit index (GFI)	≥ 0.950	1.000
Root mean square residual (RMR)	≤ 0.04	.000

The results show that the research model passed all fit indices with relatively high competences, evidenced by the model values exceeding the recommended values. It is now consequential to assess the regression weights of variables corresponding to the hypotheses of the study.

Hypothesis testing: independent and dependent variables

In assessing the relationships of the hypothetical constructs, regression weights should be significant (p value) at least at the .050 level (Henseler, et al., 2009; Urbach and Ahlemann, 2010), and a weight or coefficient of at least .100 reports a certain impact within the structural model (Urbach & Ahlemann, 2010). These are either positive (i.e. in the expected direction) or negative. The coefficient of determination (R^2) values of approximately 0.67, 0.33, and 0.19 are considered as substantial, moderate and weak, respectively, in terms of the level of explanatory power (Chin, 1998). Table 4.55 below presents this analysis.

Table 4.55 Regression weights and hypothesis testing for model 3

Relationship	Standardized regression weight	Hypothesis supported?	Significance (p)
PE → BI	.238	Yes	<0.001
EE → BI	-.001	No	Ns
SI → BI	-.057	No	Ns
FC → BI	.165	Yes	<0.05
ANX → BI	.030	No	Ns
AT → BI	.599	Yes	<0.001
R^2 (BI)	.795		

Legend: Ns=not significant

Findings shown in Table 4.55 above reveal that among all six independent variables, performance expectancy (PE), facilitating conditions (FC) and attitude (AT) had impact on intention to adopt organizational structuring. Among these three pivotal variables, attitude has the highest regression weight value, followed by performance expectancy and facilitating conditions.

The finding that the R^2 value of BI, which is .795, suggests that the independent variables account for about 80% of the variance in BI. In other words, the independent variables in the model can substantially explain 80% of the BI, and the other 20% can be explained by other variables.

Three hypotheses for model 3 are supported by the findings: that performance expectancy, facilitating conditions, and attitude are positively associated with intention to adopt organizational structuring. The findings do not support the other hypotheses.

Hypothesis testing: moderator and predictor variables

This study analyzed the interaction effects of two moderating variables, age (AGE) and length of work experience (LWE), on selected exogenous variables to the endogenous variable. Analysis was done using bootstrapping technique in PLS structural equation modeling. Researchers have suggested an interpretation of effect sizes: from 0.02 as weak, from 0.15 as moderate, and above 0.35 as strong (Henseler and Fassott, 2010). Table 4.56 below summarizes the effects of the variables age and length of work experience.

Table 4.56 Moderating effects and hypothesis testing for model 3

Moderator→ Predictor	Standardized regression weight	Moderating effect size (f ²)	Significance (p)	Hypothesis supported?
AGE → EE	-0.374	0.163	Ns	No
AGE → ANX	0.312	0.108	Ns	No
AGE → AT	-0.267	0.077	Ns	No
LWE → PE	-0.274	0.081	Ns	No
LWE → EE	-0.348	0.138	<0.05	Yes
LWE → SI	-0.284	0.087	Ns	No
LWE → AT	-0.354	0.144	<0.05	Yes

Legend: Ns=not significant

All the hypotheses for moderating effects of the variable age (AGE) on certain independent variables are not supported by the results. Even though regression weight values in some moderator-predictor relationships are significant (both in positive and negative directions): i.e. AGE→EE (-0.374), AGE→ANX (0.312), AGE→AT (-0.267), their moderating effect sizes (f²) are not statistically significant. On the other hand, the study revealed that length of work experience (LWE) has negatively affected the effect of effort expectancy (EE) and attitude (AT) on the behavioral intention. Other moderator-predictor results show significant regression weights, i.e. LWE→PE (-0.274) and LWE→SI (-0.284), but their moderating effect sizes (f²) are not statistically significant. Thus, age of the city government employees did not moderate the associations of certain independent and dependent variables in model 3. Length of work experience however was found to have moderate and strong negative moderating

effects, respectively, on the associations between effort expectancy, attitude and intention to adopt organizational structuring.

Table 4.57 Summary of hypotheses testing results for model 3

Hypothesis	Result
H1c. Performance expectancy is positively associated with intention to adopt organizational structuring.	Accepted
H2c. Effort expectancy is positively associated with intention to adopt organizational structuring.	Rejected
H3c. Social influence is positively associated with intention to adopt organizational structuring.	Rejected
H4c. Facilitating conditions are positively associated with intention to adopt organizational structuring.	Accepted
H5c. Anxiety is negatively associated with intention to adopt organizational structuring.	Rejected
H6c. Attitude is positively associated with intention to adopt organizational structuring.	Accepted
H7a.3 Age will significantly moderate the association between effort expectancy and intention to adopt organizational structuring.	Rejected
H7b.3 Age will significantly moderate the association between anxiety and intention to adopt organizational structuring.	Rejected
H7c.3 Age will significantly moderate the association between attitude and intention to adopt organizational structuring.	Rejected
H8a.3 Length of work experience will significantly moderate the association between performance expectancy and intention to adopt organizational structuring.	Rejected
H8b.3 Length of work experience will significantly moderate the association between effort expectancy and intention to adopt organizational structuring.	Accepted (-)
H8c.3 Length of work experience will significantly moderate the association between social influence and intention to adopt organizational structuring.	Rejected
H8d.3 Length of work experience will significantly moderate the association between attitude and intention to adopt organizational structuring.	Accepted (-)

The summary of results for hypotheses testing for associations between the independent and dependent variables, and for the effects of moderating variables are presented in Table 4.57 above. Thus, the study shows that in adopting organizational structuring for e-government transformation, performance expectancy, facilitating conditions and attitude towards this behavioral intention are the pivotal variables. In this regard, some respondents gave the following opinions:

“it will make everything easier, make the service quick. In the end, we hope it will achieve the purpose of clean, transparent and accountable governance” (Surabaya respondent)

“it could make each public service become more efficient and effective” (Davao respondent)

“After Risma became the mayor of Surabaya, she immediately implemented all of those programs... programs such as e-performance and e-delivery... adding other applications that transformed the manual public services into online public services” (Surabaya respondent)

“I think adoption by the staff is very easy and quick because of the support of the technical experts and the concept of user interface. . . application is made easier for users” (Davao respondent)

Length of work experience appear to moderately and strongly affect in the negative direction the influence of effort expectancy and attitude, respectively, on the intention to adopt organizational structuring. This may be accounted for by the earlier finding that majority of the respondents have been in the city government service for a relatively longer time, thus, they tend to be unwilling in adopting changes, especially in the organizational aspects.

Responses to variable indicators

Table 4.58 Responses to performance expectancy indicators (in %)

Indicator statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. Tasks would be completed in less time and at less cost	.6	3.1	13.1	61.9	18.8
2. Set goals and objectives of the department would be achieved	.6	.6	13.8	60.0	23.1
3. Service quality would be enhanced		.6	14.4	58.1	24.4
4. Overall productivity of the department would be increased		.6	15.6	61.9	20.0

N=160

Note: some items have missing responses

Majority of the respondents were in agreement with all indicators for performance expectancy (PE). A large majority of them, with a cumulative percentage

of not less than 80.7% for “agree” and “strongly agree”, indicated that adopting organizational structuring would satisfy expectations on the performance of the city government in terms of: completion of tasks in less time and less cost; achievement of set goals and objectives; enhancement of service quality; and, increase in the overall productivity of the department or agency.

Table 4.59 Responses to effort expectancy indicators (in %)

Indicator statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. Implementing would be easy	5.6		24.4	57.5	10.6
2. Using and adopting would be easy		5.0	27.5	55.0	10.6
3. Interaction with co-workers would be unproblematic		8.1	26.3	50.0	12.5
4. Adjustment would be uncomplicated		10.0	27.5	47.5	12.5

N=160

Note: some items have missing responses

Majority of the respondents were in agreement with all the indicators for effort expectancy (EE). With a cumulative percentage of not less than 60.0% for “agree” and “strongly agree”, majority of the sample signified that adopting organizational structuring would meet their expectations on the efforts related to it such as: easy implementation; ease of use and adoption; unproblematic interaction with co-workers; and, uncomplicated adjustment. However, the result that between 24.4% and 27.5% of the respondents took a neutral position for all indicators is worth noting.

Table 4.60 Responses to social influence indicators (in %)

Indicator statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. It must be done because other cities are doing it	.6	3.1	23.1	50.0	20.0
2. It must be done because other departments/divisions are doing it		1.9	26.9	51.3	18.1
3. It must be done because citizens expect it		1.3	21.3	50.6	25.0
4. It must be done because citizens demand it		3.8	30.0	45.6	18.1

N=160

Note: some items have missing responses

Majority of the respondents were in agreement with all the indicators for social influence (SI). With cumulative percentages for “agree” and “strongly agree” ranging

from not less than 63.7% to not more than 75.6%, a majority of them believed that adopting organizational structuring must be done because of the following social influences: other cities are doing it; other departments or divisions are doing it; citizens expect it; and that, citizens demand it. It should be noted that some respondents disagree with the indicator statements, and between 21.3% to 30.0% are neutral on the indicators.

Table 4.61 Responses to facilitating conditions indicators (in %)

Indicator statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. I have the knowledge and skill for it		1.9	25.6	56.3	14.4
2. Technical support and assistance would be available		2.5	25.0	55.6	15.0
3. Financial support is available		2.5	20.6	58.1	16.9
4. The city administration supports it		.6	15.6	52.5	29.4

N=160

Note: some items have missing responses

Majority of the respondents were in agreement with the indicators for facilitating conditions (FC). With a cumulative response of 70.7% for “agree” and “strongly agree”, the respondents believed that they have the knowledge and skill for adopting organizational structuring. Around 71% of them agree and strongly agree that technical support and assistance would be available, while 75% agree and strongly agree that financial support is available. Around 82% of the city government employees believed that the city administration supports the adoption of organizational structuring. In spite of these, between 15.6% and 25.6% are undecided about the indicators.

Table 4.62 Responses to anxiety indicators (in %)

Indicator statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. I am hesitant in using or doing it	15.6	43.8	20.6	15.0	3.1
2. I worry that it will not work out as expected	20.0	43.1	21.3	11.9	1.9
3. I feel overwhelmed by it	20.6	41.3	22.5	12.5	1.3
4. I am concerned that citizens will not like it	16.9	41.9	25.0	13.1	1.3

N=160

Note: some items have missing responses

Majority of the sample were not anxious about adopting organizational structuring. Around 59% of them said that they are not hesitant in doing it, around 63% believed that it will work out as expected, about 62% did not feel overwhelmed by it, and around 59% were not concerned that citizens will not like it. A few respondents agreed with the indicators, suggesting that they are relatively anxious with the behavioral intention. Between 20.6% and 25.0% of the sample were not sure with the anxiety indicators.

Table 4.63 Responses to attitude indicators (in %)

Indicator statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. It is a good idea	.6		15.0	57.5	25.0
2. It is a worthwhile thing to do		1.3	20.0	53.8	21.9
3. I like it		1.3	20.6	53.8	21.9
4. It is a nice thing		.6	20.6	56.3	20.6

N=160

Note: some items have missing responses

Majority of the respondents showed positive attitudes towards adopting organizational structuring. About 82% of them believed that it is a good idea; about 76% think that it is a worthwhile thing to do; about 76% agree that it is likeable; and, about 77% indicate that it is a nice thing to do.

Table 4.64 Responses to behavioral intention indicators (in %)

Indicator statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. I intend to do it		1.3	11.3	59.4	26.9
2. I predict that I would do it			23.8	59.4	15.6
3. I plan to do it very soon		2.5	17.5	46.3	32.5

N=160

Note: some items have missing responses

Majority of the sample indicated positive intentions towards adopting organizational structuring in the city government. Not less than 75% intended to do it and predicted that they would do it, while about 79% planned to do it very soon. A few respondents, between 11.3% and 23.8%, are not sure about their intentions.

4.2.3.2 Comparative analysis of model 3 cases: Davao and Surabaya

Descriptive statistics

The findings in Table 4.65 below show the mean and standard deviation (SD) of the items or indicators for the constructs in research model 3. There is a general trend of agreement and neutrality by the Davao sample to all performance expectancy (PE) indicators shown by mean values ranging from 4.0244 to 3.9878 and standard deviations between .83878 and .86031. On the other hand, mean values ranging from 3.9872 to 3.7564 and standard deviations between .78923 and 1.03429 show the general trend of positive to neutral responses from the Surabaya sample to the performance expectancy indicators.

The same trend of generally positive to neutral responses to effort expectancy (EE) indicators from the Davao sample is observed from the mean values which are all within the scale of three and standard deviations ranging from .97977 to 1.02454.

Likewise, the same trend of generally positive to neutral responses from the Surabaya sample can be observed from the mean values which are all in the scale of three and standard deviations ranging from .75780 to 1.04127 for the effort expectancy indicators.

Responses for social influence (SI) and facilitating conditions (FC) indicators from the Davao sample reveal the similar overall positive to neutral tendency, the mean values of which are all within the scale of three and standard deviations varying between .86737 and .94925. While the similar overall positive to neutral tendency of responses from the Surabaya sample to indicators for social influence and facilitating conditions can be observed from the mean values which range from 4.1154 to 3.6282 and standard deviations measured from .80551 to 1.17216.

For anxiety (ANX) indicators, both Davao and Surabaya samples exhibited generally negative responses as can be made out from the mean values which vary between 2.1341 and 2.6923, and standard deviations which vary between .93969 and 1.14311.

There is a general positive to neutral response to attitude (AT) indicators from the Davao sample as shown by mean values all within the scale of three and standard deviations from .81502 to .87669, while there is also a general positive to neutral

response to attitude indicators from the Surabaya sample as shown by mean values that are between 4.0641 and 3.9615 and standard deviations from .82955 to 1.10006.

Responses from the Davao sample on behavioral intention (BI) indicators are generally positive and neutral, with mean values ranging from 4.1829 to 3.8659 and standard deviations from .86937 to .89067, whereas responses from the Surabaya sample are generally positive to neutral as shown by mean values ranging from 4.0769 to 3.8590 and standard deviations from .76827 to .90371.

Table 4.65 Comparative mean and standard deviation

Construct	Item	Mean		SD	
		Davao	Surabaya	Davao	Surabaya
Performance Expectancy	PE1	3.9878	3.7564	.83878	1.03429
	PE2	3.9878	3.9872	.83878	.90444
	PE3	4.0122	3.9615	.85337	.95947
	PE4	4.0244	3.8846	.86031	.78923
Effort Expectancy	EE1	3.6829	3.6667	.97977	.76730
	EE2	3.6829	3.6282	.97977	.75780
	EE3	3.6585	3.4872	.99653	1.04127
	EE4	3.6341	3.4615	1.02454	.97624
Social Influence	SI1	3.8049	3.7179	.88106	1.17216
	SI2	3.7927	3.8077	.88524	.89816
	SI3	3.7805	4.1026	.87523	.90582
	SI4	3.7805	3.6282	.87523	1.07037
Facilitating Conditions	FC1	3.8415	3.7051	.86737	.83912
	FC2	3.8049	3.7436	.88106	.85942
	FC3	3.8659	3.8077	.88558	.85368
	FC4	3.9878	4.1154	.94925	.80551
Anxiety	ANX1	2.1341	2.6923	.93969	1.14311
	ANX2	2.1585	2.3846	.94894	1.10760
	ANX3	2.1829	2.3590	.95747	1.09277
	ANX4	2.1829	2.5128	.95747	1.04127
Attitude	AT1	3.9512	4.0641	.81502	.93057
	AT2	3.8415	3.8974	.85302	1.10006
	AT3	3.8171	3.9615	.87669	.98617
	AT4	3.8171	4.0128	.87669	.82955
Behavioral Intention	BI1	4.1829	4.0769	.89067	.80210
	BI2	3.9024	3.8590	.86937	.76827
	BI3	3.8659	4.0385	.88558	.90371

N= 82 (Davao) 78 (Surabaya)

Hypothesis testing: independent and dependent variables

In assessing the relationships of the hypothetical constructs, regression weights should be significant at least at the .050 level (Henseler, et al., 2009; Urbach

and Ahlemann, 2010), and a weight or coefficient of at least .100 reports a certain impact within the structural model (Urbach & Ahlemann, 2010). These are either positive (i.e. in the expected direction) or negative. Regression weight values of approximately 0.67, 0.33, and 0.19 are considered as substantial, moderate and weak, respectively, in terms of the level of explanatory power (Chin, 1998). Table 4.66 below presents this analysis.

Table 4.66 Regression weights and hypothesis testing for Davao (D) and Surabaya (S)

Relationship p	Standardized regression weight		Hypothesis supported?		Significance (p)	
	D	S	D	S	D	S
PE → BI	.151	.353	Yes	Yes	<0.05	<0.01
EE → BI	.050	-.018	No	No	Ns	Ns
SI → BI	-.172	-.025	No	No	<0.05	Ns
FC → BI	.103	.155	No	No	Ns	Ns
ANX → BI	.026	.018	No	No	Ns	Ns
AT → BI	.862	.421	Yes	Yes	<0.001	<0.001
R ² (BI)	.933	.673				

Legend: Ns=not significant

The tests for the regression weights between performance expectancy (PE) and behavioral intention (BI) showed that there is positive association between the two variables in both Davao and Surabaya, with regression weights of .151 and .353 respectively. Results also showed that there is no positive association between effort expectancy (EE) and behavioral intention (BI) in both cities. Likewise, there is no positive association between social influence (SI) and behavioral intention (BI), although there is a remarkable negative association between social influence and behavioral intention for Davao. Tests also showed that there is no positive association between facilitating conditions (FC) and behavioral intention (BI) in Davao and Surabaya. Anxiety (ANX) is not negatively associated with behavioral intention (BI) in both cities. Results showed that attitude (AT) is significantly associated with behavioral intention (BI) in Davao and Surabaya, with regression weight values of .862 and .421 respectively. Thus, the study shows that based on the research model, performance expectancy and attitude are the pivotal factors for adopting organizational structuring by employees of the Davao and Surabaya city governments.

Hypothesis testing: moderator and predictor variables

This study analyzed the interaction effects of two moderating variables, age (AGE) and length of work experience (LWE), on selected exogenous variables to the endogenous variable. Analysis was done using bootstrapping procedure in partial least square SEM. Researchers have suggested an interpretation of effect sizes: from 0.02 as weak, from 0.15 as moderate, and above 0.35 as strong (Henseler and Fassott, 2010). Table 4.67 below summarizes the effects of the variables age and length of work experience.

Table 4.67 Moderating effects and hypothesis testing for Davao (D) and Surabaya (S)

Moderator → Predictor	Standardized regression weight		Moderating effect size (f ²)		Significance (p)		Hypothesis supported?	
	D	S	D	S	D	S	D	S
AGE → EE	-0.504	-0.111	0.341	0.013	Ns	Ns	No	No
AGE → ANX	0.573	0.202	0.490	0.042	<0.05	Ns	Yes	No
AGE → AT	-0.395	-0.119	0.185	0.014	Ns	Ns	No	No
LWE → PE	-0.445	-0.047	0.247	0.002	Ns	Ns	No	No
LWE → EE	-0.496	-0.149	0.326	0.023	<0.05	Ns	Yes	No
LWE → SI	-0.510	-0.045	0.352	0.002	<0.05	Ns	Yes	No
LWE → AT	-0.471	-0.161	0.286	0.027	Ns	Ns	No	No

Legend: Ns=not significant

The tests for moderating effects of age (AGE) revealed that it has no effect on effort expectancy in both the Davao and Surabaya samples. Age strongly and positively moderates the effect of anxiety on behavioral intention of the Davao sample, which implies that older employees tend to be anxious about adopting organizational structuring, whereas it has no moderating effect for the Surabaya sample. Age does not appear to affect the association between attitude and behavioral intention of Davao and Surabaya city government employees.

The study found out that length of work experience (LWE) does not affect the performance expectancy of both Davao and Surabaya respondents. While it does not influence the associations between effort expectancy, social influence and behavioral intention of Surabaya respondents, it strongly moderates in the negative direction the associations between effort expectancy, social influence, and behavioral intention of Davao respondents. These findings imply that employees who have worked relatively

longer in the Davao city government had a tendency to suppose that adopting organizational structuring would require more effort, and to assume that social influences or factors are not important considerations in adopting organizational structuring. Length of work experience of both Davao and Surabaya respondents does not affect their attitudes towards adopting organizational structuring.

Below is Table 4.68 showing the summary of hypothesis testing results from the Davao and Surabaya samples for the study's model 3 (adopting organizational structuring). Results show that performance expectancy and attitude are the key factors which influence the intention of Davao and Surabaya city government employees to adopt organizational structuring. For Davao employees, age is found to have a strong positive influence the effect of anxiety on the behavioral intention. Length of work experience is also revealed to strongly influence negatively the effects of effort expectancy and social influence on intention to adopt organizational structuring. On the other hand, age and length of work experience do not seem to influence the effects of predictor variables on the intention of Surabaya employees to adopt organizational structuring. This might be explained by the prior findings that compared to Surabaya employees, more Davao employees are older and have been in the city government service longer.

Table 4.68 Comparative summary of hypotheses testing results for model 3

Hypothesis	Result	
	Davao	Surabaya
H1c. Performance expectancy is positively associated with intention to adopt organizational structuring.	Accepted	Accepted
H2c. Effort expectancy is positively associated with intention to adopt organizational structuring.	Rejected	Rejected
H3c. Social influence is positively associated with intention to adopt organizational structuring.	Rejected	Rejected
H4c. Facilitating conditions are positively associated with intention to adopt organizational structuring.	Rejected	Rejected
H5c. Anxiety is negatively associated with intention to adopt organizational structuring.	Rejected	Rejected
H6c. Attitude is positively associated with intention to adopt organizational structuring.	Accepted	Accepted
H7a.3 Age will significantly moderate the association between effort expectancy and intention to adopt organizational structuring.	Rejected	Rejected
H7b.3 Age will significantly moderate the association between anxiety and intention to adopt organizational structuring.	Accepted (+)	Rejected
H7c.3 Age will significantly moderate the association between attitude and intention to adopt organizational structuring.	Rejected	Rejected
H8a.3 Length of work experience will significantly moderate the association between performance expectancy and intention to adopt organizational structuring.	Rejected	Rejected
H8b.3 Length of work experience will significantly moderate the association between effort expectancy and intention to adopt organizational structuring.	Accepted (-)	Rejected
H8c.3 Length of work experience will significantly moderate the association between social influence and intention to adopt organizational structuring.	Accepted (-)	Rejected
H8d.3 Length of work experience will significantly moderate the association between attitude and intention to adopt organizational structuring.	Rejected	Rejected

Responses to Variable Indicators

Table 4.69 Responses to performance expectancy indicators (in %)

City	Response	Indicator statement			
		1. Tasks would be completed in less time and at less cost	2. Set goals and objectives of the department would be achieved	3. Service quality would be enhanced	4. Overall productivity of the department would be increased
Davao	SD				
Surabaya		1.3	1.3		
Davao	D				
Surabaya		6.4	1.3	1.3	1.3
Davao	N	11.0	11.0	11.0	11.0
Surabaya		15.4	16.7	17.9	20.5
Davao	A	67.1	67.1	64.6	63.4
Surabaya		56.4	52.6	51.3	60.3
Davao	SA	19.5	19.5	22.0	23.3
Surabaya		17.9	26.9	26.9	16.7

Legend: SD=Strongly disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly agree
 N= 82(Davao) 78(Surabaya)

Note: some items have missing responses

Majority of the Davao sample, with a cumulative 86.6% response for “agree” and “strongly agree”, believe that adopting organizational structuring would result to completion of tasks in less time and at less cost. Majority the Surabaya sample, with a cumulative 74.3% response for “agree” and “strongly agree”, also believe that adopting organizational structuring would meet expectations of efficiency and effectiveness.

Majority of the Davao sample or 86.6% believe that adopting organizational structuring would help achieve the set goals and objectives of the department or agency. Likewise, a majority or 79.5% of the Surabaya sample believes that adopting organizational structuring would meet performance expectations in terms of achieving the department’s or agency’s goals and objectives.

Majority of the Davao sample or 86.6% believe that adopting organizational structuring would enhance the quality of their service. A majority of the Surabaya sample or 78.2% similarly believes that adopting organizational structuring would enhance the service quality of their department in particular and the city government in general.

Majority of the Davao sample or 86.7% believe that adopting organizational structuring would increase the productivity of their department, while a majority or

77.0% of the Surabaya sample also believe that adopting organizational structuring would enhance their respective department's output.

It must be mentioned that some respondents from Surabaya, between 15.4% and 20.5% of the sample, were not sure regarding the performance expectancy indicators.

These results clearly show that majority of the employees in the city governments of Davao and Surabaya believe that adopting organizational structuring would meet all the performance expectancy indicators.

Table 4.70 Responses to effort expectancy indicators (in %)

City	Response	Indicator statement			
		1. Implementing would be easy	2. Using and adopting would be easy	3. Interaction with co-workers would be unproblematic	4. Adjustment would be uncomplicated
Davao	SD	7.3	7.3		
Surabaya		3.8			
Davao	D			8.5	11.0
Surabaya			2.6	7.7	9.0
Davao	N	22.0	22.0	22.0	19.5
Surabaya		26.9	33.3	30.8	35.9
Davao	A	53.7	53.7	52.4	52.4
Surabaya		61.5	56.4	47.4	42.3
Davao	SA	14.6	14.6	14.6	14.6
Surabaya		6.4	6.4	10.3	10.3

Legend: SD=Strongly disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly agree
N= 82(Davao) 78(Surabaya)

Note: some items have missing responses

Majority of the Davao sample, with a cumulative 68.3% response for “agree” and “strongly agree”, consider that adopting organizational structuring would be easy to implement. Also, a majority of the Surabaya sample, with a cumulative 67.9% response for “agree” and “strongly agree”, consider that adopting organizational structuring would be easy to implement.

Likewise, majority of the Davao sample (68.3%) and Surabaya sample (62.8%) consider the use and adoption of organizational structuring to be easy.

Interaction with co-workers in the restructured organization environment would be unproblematic according to majority of the Davao sample (67%) and majority of the Surabaya sample (57.7%).

Adjustment to the restructured organization setting would be uncomplicated according to majority of the Davao sample (67%) and majority of the Surabaya sample (52.6%).

A notable result in this regard is that some Surabaya respondents, from 26.9% to 35.9% of the sample, are not sure about the effort expectancy indicators, as compared to between 19.5% and 22.0% Davao respondents.

The results presented above indicate that majority of the Davao and Surabaya city government employees find the adoption of organizational structuring to be relatively easy in terms of the effort expectancy indicators.

Table 4.71 Responses to social influence indicators (in %)

City	Response	Indicator statement			
		1. It must be done because other cities are doing it	2. It must be done because other departments or divisions are doing it	3. It must be done because citizens expect it	4. It must be done because citizens demand it
Davao	SD				
Surabaya		1.3			
Davao	D	1.2	1.2	1.2	1.2
Surabaya		5.1	2.6	1.3	6.4
Davao	N	22.0	23.2	23.2	23.2
Surabaya		24.4	30.8	19.2	37.2
Davao	A	59.8	58.5	59.8	59.8
Surabaya		39.7	43.6	41.0	30.8
Davao	SA	14.6	14.6	13.4	13.4
Surabaya		25.6	21.8	37.2	23.1

Legend: SD=Strongly disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly agree
N= 82(Davao) 78(Surabaya)

Note: some items have missing responses

Majority of the Davao sample, with a cumulative 74.4% response to “agree” and “strongly agree”, and majority too of the Surabaya sample, with a cumulative 65.3% response to “agree” and “strongly agree”, are convinced that adopting organizational structuring must be done because other cities are doing it.

Because other departments or divisions are doing it, majority of the Davao sample (73.1%) and Surabaya sample (65.4%) are convinced as well that adopting organizational structuring must be done also.

Majority of the Davao sample (73.2%) and Surabaya sample (78.2%) are similarly convinced that adopting organizational structuring must be done because

citizens expect it. Moreover, majority of the Davao and Surabaya samples, with 73.2% and 53.9% respectively, are also convinced that citizens demand for organizational structuring to be adopted in the city government.

Although not significant but worth noting are the findings that some Surabaya respondents, from 19.2% to 37.2% of the sample, are not sure about the social influence indicators. Also, a few Davao respondents, from 22.0% to 23.2% of the sample, are not sure of the social influence indicators either.

The study's findings suggest that majority of the city government employees of Davao and Surabaya find the social influence indicators to be relatively convincing for them to adopt organizational structuring.

Table 4.72 Responses to facilitating conditions indicators (in %)

City	Response	Indicator statement			
		1. I have the knowledge and skill for it	2. Technical support and assistance would be available	3. Financial support is available	4. The city administration supports it
Davao	SD				
Surabaya					
Davao	D	1.2	1.2	1.2	1.2
Surabaya		2.6	3.8	3.8	
Davao	N	18.3	22.0	18.3	17.1
Surabaya		33.3	28.2	23.1	14.1
Davao	A	63.4	59.8	61.0	51.2
Surabaya		48.7	51.3	55.1	53.8
Davao	SA	14.6	14.6	17.1	28.0
Surabaya		14.1	15.4	16.7	30.8

Legend: SD=Strongly disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly agree
N= 82(Davao) 78(Surabaya)

Note: some items have missing responses

Majority of the Davao sample, with a cumulative 78.0% response to “agree” and “strongly agree”, are certain that they have the knowledge and skill for adopting organizational structuring. Majority of the Surabaya sample, with a cumulative 62.8% response to “agree” and “strongly agree”, are also certain that they are knowledgeable and skillful enough for adopting organizational structuring.

Majority of the Davao sample (74.4%) and Surabaya sample (66.7%) are likewise certain that technical support and assistance would be available for the adoption of organizational structuring. Besides, majority of the Davao sample (78.1%)

and Surabaya sample (71.8%) are certain as well that financial support would be available.

Majority of the Davao sample (79.2%) and majority of the Surabaya sample (84.3%) are certain that their respective city administrations support the adoption of organizational structuring in the city government.

It must be mentioned that the results show some Davao respondents (from 17.1% to 22.0%) and Surabaya respondents (from 14.1% to 33.3%) as being not sure about the facilitating conditions indicators.

Nevertheless, the study revealed that majority of the government employees of both cities are certain that the indicators for facilitating conditions in the adoption of organizational structuring are present in their respective city governments.

Table 4.73 Responses to anxiety indicators (in %)

City	Response	Indicator statement			
		1. I am hesitant in using or doing it	2. I worry that it will not work out as expected	3. I feel overwhelmed by it	4. I am concerned that citizens will not like it
Davao	SD	19.5	19.5	19.5	19.5
Surabaya		11.5	20.5	21.8	14.1
Davao	D	51.2	48.8	46.3	46.3
Surabaya		35.9	37.2	35.9	37.2
Davao	N	15.9	18.3	20.7	20.7
Surabaya		25.6	24.4	24.4	29.5
Davao	A	11.0	11.0	11.0	11.0
Surabaya		19.2	12.8	14.1	15.4
Davao	SA				
Surabaya		6.4	3.8	2.6	2.6

Legend: SD=Strongly disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly agree
N= 82(Davao) 78(Surabaya)

Note: some items have missing responses

Majority of the Davao sample, with a cumulative 70.7% response for “disagree” and “strongly disagree”, are confident that they are not hesitant in adopting organizational structuring. However, only some of the Surabaya respondents, with a cumulative 47.4% response to “disagree” and “strongly disagree”, are confident that they would not hesitate in adopting organizational structuring.

Majority of the Davao sample (68.3%) and the Surabaya sample (57.7%) are not worried that adopting organizational structuring will not work out as expected. Nor

do they feel overwhelmed by it according to the majority of Davao respondents (65.8%) and Surabaya respondents (57.7%).

In addition, majority of the Davao sample (65.8%) and Surabaya sample (51.3%) are not concerned that citizens will not like the adoption of organizational structuring in the city government.

Despite the abovementioned findings, some respondents from both cities still expressed their neutrality and agreement on the anxiety indicators. Nonetheless, the study showed that majority of the city government employees in Davao and Surabaya are confident that anxiety indicators do not affect their intention to adopt organizational structuring in the government.

Table 4.74 Responses to attitude indicators (in %)

City	Response	Indicator statement			
		1. It is a good idea	2. It is a worthwhile thing to do	3. I like it	4. It is a nice thing
Davao	SD				
Surabaya		1.3			
Davao	D			1.2	1.2
Surabaya			2.6	1.3	
Davao	N	11.0	20.7	20.7	20.7
Surabaya		19.2	19.2	20.5	20.5
Davao	A	70.7	62.2	61.0	61.0
Surabaya		43.6	44.9	46.2	51.3
Davao	SA	15.9	14.6	14.6	14.6
Surabaya		34.6	29.5	29.5	26.9

Legend: SD=Strongly disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly agree
N= 82(Davao) 78(Surabaya)

Note: some items have missing responses

Majority of the Davao sample, with a cumulative 86.6% response to “agree” and “strongly agree”, and majority of the Surabaya sample, with a cumulative 78.2% response to “agree” and “strongly agree”, believe that adopting organizational structuring is a good idea.

Adopting organizational structuring is a worthwhile thing to do according to majority of Davao respondents (76.8%) and majority of Surabaya respondents (74.4%). Moreover, majority of the Davao sample (75.6%) and Surabaya sample (75.7%) signified that they like adopting organizational structuring. Majority of the Davao

sample (75.6%) and Surabaya sample (78.2%) also believe that adopting organizational structuring is a nice thing.

The study's findings thus indicate that majority of the government employees of Davao and Surabaya manifest positive attitudes with regard to the adoption of organizational structuring in their respective city governments.

Table 4.75 Responses to behavioral intention indicators (in %)

City	Response	Indicator statement		
		1. I intend to do it	2. I predict that I would do it	3. I plan to do it very soon
Davao	SD			
Surabaya				
Davao	D			
Surabaya		1.3		2.6
Davao	N	7.3	18.3	22.0
Surabaya		11.5	24.4	17.9
Davao	A	54.9	61.0	57.3
Surabaya		59.0	59.0	46.2
Davao	SA	35.4	18.3	18.3
Surabaya		26.9	15.4	32.1

Legend: SD=Strongly disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly agree
 N= 82(Davao) 78(Surabaya)

Note: some items have missing responses

Majority of the Davao sample, with a cumulative 90.3% response to “agree” and “strongly agree”, and majority of the Surabaya sample, with a cumulative 85.9% response to “agree” and “strongly agree”, expressed that they intend to adopt organizational structuring. Also, majority of Davao respondents (79.3%) and majority of Surabaya respondents (74.4%) predicted that they would adopt organizational structuring. Likewise, majority of them, 75.6% for Davao and 78.3% for Surabaya, conveyed that they plan to adopt organizational structuring very soon.

The study clearly revealed that majority of the Davao and Surabaya city government employees affirmed their intention to adopt organizational structuring in their respective city governments.

4.2.4.1 Aggregate analysis for model 4: intention to adopt cultural and behavioral changes

Descriptive statistics

The findings in Table 4.76 below show the mean and standard deviation (SD) of the items or indicators for the constructs in research model 4. Mean values for all performance expectancy (PE) indicators are within the scale of three and standard deviations range from .89293 to .98087 indicating that there is a general trend of agreement and neutrality to the items.

Table 4.76 Mean and standard deviation for items in model 4 ($N=160$)

Construct	Item	Mean	SD
Performance Expectancy	PE1	3.8625	.98087
	PE2	3.9125	.89293
	PE3	3.9625	.91037
	PE4	3.9125	.94094
Effort Expectancy	EE1	3.5750	.92178
	EE2	3.8437	3.33185
	EE3	3.5188	1.01543
	EE4	3.5000	1.04611
Social Influence	SI1	3.6500	1.06517
	SI2	3.7500	.92485
	SI3	3.8250	.99401
	SI4	3.7125	.98023
Facilitating Conditions	FC1	3.7063	.89441
	FC2	3.6438	.87844
	FC3	3.7125	.94094
	FC4	3.8688	.95905
Anxiety	ANX1	2.4187	1.06678
	ANX2	2.3500	1.11140
	ANX3	2.3688	1.13615
	ANX4	2.3750	1.07428
Attitude	AT1	3.9188	.88290
	AT2	3.8125	.90552
	AT3	3.8563	.92381
	AT4	3.8312	.88468
Behavioral Intention	BI1	3.9375	.87371
	BI2	3.7625	.81254
	BI3	3.8625	.87945

There is also a general trend of agreement to neutrality for all effort expectancy (EE) indicators and social influence indicators as the mean values are within the three

scale and standard deviations vary between .92178 and 3.33185. The same general trend of agreement to neutrality for facilitating conditions is suggested by the indicators' mean values, which are between 3.6438 and 3.8688, and standard deviations which are between .87844 and .95905. Mean values which are within the scale of two and standard deviations between 1.06678 and 1.13615 signify the overall trend of negative responses to all anxiety indicators. While for attitude indicators, mean values varying from 3.8125 to 3.9188 and standard deviations varying between .88290 and .92381 point to an overall positive and neutral response tendency. There is an overall trend of agreement to neutrality for behavioral intention indicators, evidenced by mean values from 3.7625 to 3.9375 and standard deviations ranging from .81254 to .87945.

Reliability and validity analysis

Table 4.77 below presents the results of the reliability analysis applying Cronbach's alpha, which signifies the internal consistency of indicator items that measure the same construct. A minimum Cronbach's alpha value of 0.70 indicate reliability and validity of constructs (Nunnally, 1978). The alpha values of the constructs range from .816 to .947, which means that all constructs have shown high reliability level.

Table 4.77 Reliability analysis of constructs (N=160)

Construct	Number of items	Cronbach's alpha α	Reliability type
Performance Expectancy	4	.947	High
Effort Expectancy	4	.816	High
Social Influence	4	.925	High
Facilitating Conditions	4	.939	High
Anxiety	4	.931	High
Attitude	4	.928	High
Behavioral Intention	3	.887	High

Discriminant validity of the variables was tested by calculating the covariance estimates between pairs of variables in the model (Anderson and Gerbing, 1988). The covariance between a pair of variables should be less than the square root of the average variance extracted (shown diagonally in bold numbers in Table 4.78 below) of each variable. A variable is believed to be different from other variables if the square root of

average variance extracted for it is greater than its correlations with other variables (Barclay and Smith, 1997). For instance, the covariance between PE and EE is 9.459, which is less than the square root of average variance extracted for PE (11.890) and EE (23.996). Hence, PE is different from EE, or in other words, there is discriminant validity between both variables. All variables in model 4 passed this test.

Table 4.78 Covariances of variables in model 4

Variable	PE	EE	SI	FC	ANX	AT	BI
PE	11.890						
EE	9.459	23.996					
SI	10.091	11.115	12.734				
FC	9.826	9.724	10.271	11.327			
ANX	-1.139	-3.137	-1.805	-2.040	15.887		
AT	8.165	8.767	9.214	8.373	-1.540	10.581	
BI	6.925	6.812	7.290	7.026	-1.055	7.105	8.304

Structural model test

The test of the research model fit was done using the following fit indices: incremental fit index (IFI); comparative fit index (CFI); goodness-of-fit-index (GFI); and, root mean square residual (RMR), all of which were estimated by Amos. Table 4.79 below summarizes the model fit test.

Table 4.79 Model fit results for model 4

Index	Recommended value	Model value
Incremental fit index (IFI)	≥ 0.900	1.000
Comparative fit index (CFI)	≥ 0.900	1.000
Goodness-of-fit index (GFI)	≥ 0.950	1.000
Root mean square residual (RMR)	≤ 0.04	.000

The results show that the research model passed all fit indices with relatively high competences, evidenced by the model values exceeding the recommended values. It is now consequential to assess the regression weights of variables corresponding to the hypotheses of the study.

Hypothesis testing: independent and dependent variables

In assessing the relationships of the hypothetical constructs, regression weights should be significant (p value) at least at the .050 level (Henseler, et al., 2009; Urbach and Ahlemann, 2010), and a weight or coefficient of at least .100 reports a certain impact within the structural model (Urbach & Ahlemann, 2010). These are either positive (i.e. in the expected direction) or negative. The coefficient of determination (R^2) values of approximately 0.67, 0.33, and 0.19 are considered as substantial, moderate and weak, respectively, in terms of the level of explanatory power (Chin, 1998). Table 4.80 below presents this analysis.

Table 4.80 Regression weights and hypothesis testing for model 4

Relationship	Standardized regression weight	Hypothesis supported?	Significance (p)
PE → BI	.168	Yes	<0.05
EE → BI	-.008	No	Ns
SI → BI	.054	No	Ns
FC → BI	.236	Yes	<0.01
ANX → BI	.001	No	Ns
AT → BI	.490	Yes	<0.001
R^2 (BI)	.761		

Legend: Ns=not significant

Findings shown in Table 4.80 above reveal that among all six independent variables, performance expectancy (PE), facilitating conditions (FC) and attitude (AT) had impact on intention to adopt organizational structuring. Among these three pivotal variables, attitude has the highest regression weight value, followed by facilitating conditions and performance expectancy.

The finding that the R^2 value of BI, which is .761, suggests that the independent variables account for about 76% of the variance in BI. In other words, the independent variables in the model can substantially explain 76% of the BI, and the other 24% can be explained by other variables.

Three hypotheses for model 4 are supported by the findings: that performance expectancy, facilitating conditions, and attitude are positively associated with intention to adopt cultural and behavioral changes. The findings do not support the other hypotheses.

Hypothesis testing: moderator and predictor variables

This study analyzed the interaction effects of two moderating variables, age (AGE) and length of work experience (LWE), on selected exogenous variables to the endogenous variable. Analysis was done using bootstrapping technique in PLS structural equation modeling. Researchers have suggested an interpretation of effect sizes: from 0.02 as weak, from 0.15 as moderate, and above 0.35 as strong (Henseler and Fassott, 2010). Table 4.81 below summarizes the effects of the variables age and length of work experience.

Table 4.81 Moderating effects and hypothesis testing for model 4

Moderator→ Predictor	Standardized regression weight	Moderating effect size (f ²)	Significance (p)	Hypothesis supported?
AGE → EE	-0.380	0.169	Ns	No
AGE → ANX	0.322	0.116	Ns	No
AGE → AT	-0.316	0.111	Ns	No
LWE → PE	-0.379	0.168	<0.05	Yes
LWE → EE	-0.389	0.178	<0.05	Yes
LWE → SI	-0.386	0.175	Ns	No
LWE → AT	-0.363	0.152	<0.05	Yes

Legend: Ns=not significant

All the hypotheses for moderating effects of the variable age (AGE) on certain independent variables are not supported by the results. Even though regression weight values in some moderator-predictor relationships are significant (both in positive and negative directions): i.e. AGE→EE (-0.380), AGE→ANX (0.322), AGE→AT (-0.316), their moderating effect sizes (f²) are not statistically significant. On the other hand, the study revealed that length of work experience (LWE) has strong negative effects on performance expectancy (PE), effort expectancy (EE) and attitude (AT) on the behavioral intention. The moderator-predictor results for LWE→SI show a significant regression weight (-0.284), but the moderating effect size (f²) is not statistically significant. Thus, age of the city government employees did not moderate the associations of certain independent and dependent variables in model 4. Length of work experience however was found to have strong negative moderating effects on the

associations between performance expectancy, effort expectancy, attitude and intention to adopt cultural and behavioral changes.

Table 4.82 Summary of hypotheses testing results for model 4

Hypothesis	Result
H1d. Performance expectancy is positively associated with intention to adopt cultural and behavioral changes.	Accepted
H2d. Effort expectancy is positively associated with intention to adopt cultural and behavioral changes.	Rejected
H3d. Social influence is positively associated with intention to adopt cultural and behavioral changes.	Rejected
H4d. Facilitating conditions are positively associated with intention to adopt cultural and behavioral changes.	Accepted
H5d. Anxiety is negatively associated with intention to adopt cultural and behavioral changes.	Rejected
H6d. Attitude is positively associated with intention to adopt cultural and behavioral changes.	Accepted
H7a.4 Age will significantly moderate the association between effort expectancy and intention to adopt cultural and behavioral changes.	Rejected
H7b.4 Age will significantly moderate the association between anxiety and intention to adopt cultural and behavioral changes.	Rejected
H7c.4 Age will significantly moderate the association between attitude and intention to adopt cultural and behavioral changes.	Rejected
H8a.4 Length of work experience will significantly moderate the association between performance expectancy and intention to adopt cultural and behavioral changes.	Accepted (-)
H8b.4 Length of work experience will significantly moderate the association between effort expectancy and intention to adopt cultural and behavioral changes.	Accepted (-)
H8c.4 Length of work experience will significantly moderate the association between social influence and intention to adopt cultural and behavioral changes.	Rejected
H8d.4 Length of work experience will significantly moderate the association between attitude and intention to adopt cultural and behavioral changes.	Accepted (-)

The summary of results for hypotheses testing for associations between the independent and dependent variables, and for the effects of moderating variables are presented in Table 4.82 above. Thus, the study shows that in adopting cultural and behavioral changes for e-government transformation, performance expectancy,

facilitating conditions and attitude towards this behavioral intention are the pivotal variables. Some respondents expressed the following views:

“each department has its own ICT staff” (Surabaya respondent)

“there is support from all sectors, especially from the leaders, in its implementation” (Davao respondent)

Age does not appear to have moderating effects. Length of work experience seem to strongly moderate in the negative direction the influence of performance expectancy, effort expectancy and attitude on the intention to adopt cultural and behavioral changes. Earlier findings indicate that majority of the respondents have long work experience in the city government and may therefore, be hesitant in adopting changes in terms of behavior and organizational culture.

Responses to variable indicators

Table 4.83 Responses to performance expectancy indicators (in %)

Indicator statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. Tasks would be completed in less time and at less cost	.6	3.8	15.6	56.3	21.3
2. Set goals and objectives of the department would be achieved		3.1	16.3	57.5	21.3
3. Service quality would be enhanced		3.1	15.0	55.0	25.0
4. Overall productivity of the department would be increased		3.8	18.8	50.6	25.0

N=160

Note: some items have missing responses

Majority of the respondents were in agreement with all indicators for performance expectancy (PE). A large majority of them, with a cumulative percentage of not less than 75.6% for “agree” and “strongly agree”, indicated that adopting cultural and behavioral changes would satisfy expectations on the performance of the city government in terms of: completion of tasks in less time and less cost; achievement of set goals and objectives; enhancement of service quality; and, increase in the overall productivity of the department or agency.

Table 4.84 Responses to effort expectancy indicators (in %)

Indicator statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. Implementing would be easy		9.4	25.6	53.8	9.4
2. Using and adopting would be easy		9.4	26.3	50.6	11.9
3. Interaction with co-workers would be unproblematic		11.9	26.3	47.5	11.9
4. Adjustment would be uncomplicated		11.9	31.3	39.4	15.0

N=160

Note: some items have missing responses

Majority of the respondents were in agreement with all the indicators for effort expectancy (EE). With a cumulative percentage of not less than 54.4% for “agree” and “strongly agree”, majority of the sample signified that adopting cultural and behavioral changes would meet their expectations on the efforts related to it such as: easy implementation; ease of use and adoption; unproblematic interaction with co-workers; and, uncomplicated adjustment. However, the result that between 25.6% and 31.3% of the respondents took a neutral position for all indicators is worth noting.

Table 4.85 Responses to social influence indicators (in %)

Indicator statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. It must be done because other cities are doing it		7.5	26.3	44.4	18.8
2. It must be done because other departments/divisions are doing it		4.4	26.3	50.0	17.5
3. It must be done because citizens expect it		4.4	21.3	49.4	22.5
4. It must be done because citizens demand it		3.8	30.0	45.0	18.8

N=160

Note: some items have missing responses

Majority of the respondents were in agreement with all the indicators for social influence (SI). With cumulative percentages for “agree” and “strongly agree” ranging from not less than 63.2% to not more than 71.9%, a majority of them believed that adopting cultural and behavioral changes must be done because of the following social influences: other cities are doing it; other departments or divisions are doing it; citizens expect it; and that, citizens demand it. It should be noted that some respondents disagree

with the indicator statements, and between 21.3% to 30.0% are neutral on the indicators.

Table 4.86 Responses to facilitating conditions indicators (in %)

Indicator statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. I have the knowledge and skill for it		5.0	25.0	55.0	13.1
2. Technical support and assistance would be available		4.4	30.6	51.9	11.3
3. Financial support is available		5.0	28.8	46.9	17.5
4. The city administration supports it		5.0	19.4	50.0	23.8

N=160

Note: some items have missing responses

Majority of the respondents were in agreement with the indicators for facilitating conditions (FC). With a cumulative response of 68.1% for “agree” and “strongly agree”, the respondents believed that they have the knowledge and skill for adopting cultural and behavioral changes. Around 63% of them agree and strongly agree that technical support and assistance would be available, while 64.4% agree and strongly agree that financial support is available. Around 74% of the city government employees believed that the city administration supports the adoption of cultural and behavioral changes. In spite of these, between 19.4% and 30.6% are undecided about the indicators.

Table 4.87 Responses to anxiety indicators (in %)

Indicator statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. I am hesitant in using or doing it	16.3	39.4	26.3	13.1	3.1
2. I worry that it will not work out as expected	20.6	38.8	21.3	14.4	3.1
3. I feel overwhelmed by it	20.6	38.8	20.0	15.0	3.8
4. I am concerned that citizens will not like it	18.8	39.4	21.3	17.5	1.3

N=160

Note: some items have missing responses

Majority of the sample were not anxious about adopting cultural and behavioral changes. Around 56% of them said that they are not hesitant in doing it,

around 59% believed that it will work out as expected, about 59% did not feel overwhelmed by it, and around 58% were not concerned that citizens will not like it. A few respondents agreed with the indicators, suggesting that they are relatively anxious with the behavioral intention. Between 20.0% and 26.3% of the sample were not sure with the anxiety indicators.

Table 4.88 Responses to attitude indicators (in %)

Indicator statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. It is a good idea	.6	.6	18.8	56.9	21.3
2. It is a worthwhile thing to do		1.3	23.1	56.3	16.9
3. I like it		1.3	21.9	54.4	20.0
4. It is a nice thing		2.5	22.5	55.0	18.1

N=160

Note: some items have missing responses

Majority of the respondents showed positive attitudes towards adopting cultural and behavioral changes. About 78% of them believed that it is a good idea; about 73% think that it is a worthwhile thing to do; about 74% agree that it is likeable; and, about 73% indicate that it is a nice thing to do.

Table 4.89 Responses to behavioral intention indicators (in %)

Indicator statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. I intend to do it		5.0	13.8	57.5	22.5
2. I predict that I would do it		2.5	27.5	55.0	13.8
3. I plan to do it very soon		3.8	22.5	51.3	21.3

N=160

Note: some items have missing responses

Majority of the sample indicated positive intentions towards adopting cultural and behavioral changes in the city government. Not less than 69% intended to do it and predicted that they would do it, while about 73% planned to do it very soon. A few respondents, between 13.8% and 27.5%, are not sure about their intentions.

4.2.4.2 Comparative analysis of model 4 cases: Davao and Surabaya

Descriptive statistics

The findings in Table 4.90 below show the mean and standard deviation (SD) of the items or indicators for the constructs in research model 1. There is a general trend of agreement and neutrality by the Davao sample to all performance expectancy (PE) indicators shown by mean values ranging from 3.9615 to 3.7821 and standard deviations between .86563 and .89505. On the other hand, mean values ranging from 3.9615 to 3.7821 and standard deviations between .92555 and 1.08887 show the general trend of positive to neutral responses from the Surabaya sample to the performance expectancy indicators.

The same trend of generally positive to neutral responses to effort expectancy (EE) indicators from the Davao sample is observed from the mean values which are all within the scale of three and standard deviations ranging from 1.02748 to 1.09122. Likewise, the same trend of generally positive to neutral responses from the Surabaya sample can be observed from the mean values which are all in the scale of three and standard deviations ranging from .72685 to 4.64052 for the effort expectancy indicators.

Responses for social influence (SI) and facilitating conditions (FC) indicators from the Davao sample reveal the similar overall positive to neutral tendency, the mean values of which are all within the scale of three and standard deviations varying between .89908 and .99411. While the similar overall positive to neutral tendency of responses from the Surabaya sample to indicators for social influence and facilitating conditions can be observed from the mean values which range from 3.9359 to 3.5256 and standard deviations measured from .81741 to 1.18093.

For anxiety (ANX) indicators, both Davao and Surabaya samples exhibited generally negative responses as can be made out from the mean values which vary between 2.6282 and 2.2195, and standard deviations which vary between .99411 and 1.22304.

There is a general positive to neutral response to attitude (AT) indicators from the Davao sample as shown by mean values all within the scale of three and standard deviations from .84272 to .88277, while there is also a general positive to neutral

response to attitude indicators from the Surabaya sample as shown by mean values that are between 3.9744 and 3.9103 and standard deviations from .88547 to .96561.

Responses from the Davao sample on behavioral intention (BI) indicators are generally positive and neutral, with mean values ranging from 4.1463 to 3.7073 and standard deviations from .82494 to .89067, whereas responses from the Surabaya sample are also generally positive to neutral as shown by mean values ranging from 3.9231 to 3.7564 and standard deviations from .82471 to .89333.

Table 4.90 Comparative mean and standard deviation

Construct	Item	Mean		SD	
		Davao	Surabaya	Davao	Surabaya
Performance Expectancy	PE1	3.9390	3.7821	.86563	1.08887
	PE2	3.9390	3.8846	.86563	.92555
	PE3	3.9634	3.9615	.88115	.94584
	PE4	3.9634	3.8590	.89505	.98988
Effort Expectancy	EE1	3.5488	3.6026	1.07901	.72685
	EE2	3.5488	4.1538	1.06750	4.64052
	EE3	3.6098	3.4231	1.02748	1.00025
	EE4	3.5244	3.4744	1.09122	1.00291
Social Influence	SI1	3.7561	3.5385	.93704	1.18093
	SI2	3.7439	3.7564	.94033	.91433
	SI3	3.7195	3.9359	.93326	1.04868
	SI4	3.7195	3.7051	.93326	1.03333
Facilitating Conditions	FC1	3.7927	3.6154	.89908	.88612
	FC2	3.7561	3.5256	.92377	.81741
	FC3	3.8049	3.6154	.93543	.94293
	FC4	3.8780	3.8590	.97361	.94970
Anxiety	ANX1	2.2195	2.6282	.99411	1.10617
	ANX2	2.2561	2.4487	1.04007	1.18044
	ANX3	2.3049	2.4359	1.05044	1.22304
	ANX4	2.2683	2.4872	1.03099	1.11359
Attitude	AT1	3.8659	3.9744	.84272	.92546
	AT2	3.7805	3.8462	.86101	.95451
	AT3	3.7683	3.9487	.87910	.96561
	AT4	3.7561	3.9103	.88277	.88547
Behavioral Intention	BI1	4.1463	3.9231	.89058	.87933
	BI2	3.7073	3.7564	.85328	.82471
	BI3	3.7561	3.8590	.82494	.89333

N= 82 (Davao) 78 (Surabaya)

Hypothesis testing: independent and dependent variables

In assessing the relationships of the hypothetical constructs, regression weights should be significant at least at the .050 level (Henseler et al, 2009; Urbach and Ahlemann, 2010), and a weight or coefficient of at least .100 reports a certain impact within the structural model (Urbach & Ahlemann, 2010). These are either positive (i.e. in the expected direction) or negative. Regression weight values of approximately 0.67, 0.33, and 0.19 are considered as substantial, moderate and weak, respectively, in terms of the level of explanatory power (Chin, 1998). Table 4.91 below presents this analysis.

Table 4.91 Regression weights and hypothesis testing for Davao (D) and Surabaya (S)

Relationship	Standardized regression weight		Hypothesis supported?		Significance (p)	
	D	S	D	S	D	S
PE → BI	.109	.171	No	No	Ns	Ns
EE → BI	-.056	.022	No	No	Ns	Ns
SI → BI	.104	.009	No	No	Ns	Ns
FC → BI	.110	.304	No	Yes	Ns	<0.05
ANX → BI	.042	-.043	No	No	Ns	Ns
AT → BI	.723	.414	Yes	Yes	<0.001	<0.001
R ² (BI)	.922	.649				

Legend: Ns=not significant

The tests for the regression weights between performance expectancy (PE) and behavioral intention (BI) showed that there is no positive association between the two variables in both Davao and Surabaya. Results also showed that there is no positive association between effort expectancy (EE) and behavioral intention (BI) in both cities. Likewise, there is no positive association between social influence (SI) and behavioral intention (BI). Tests also showed that there is no positive association between facilitating conditions (FC) and behavioral intention (BI) in Davao, but there is a positive association between the two variables in Surabaya with a regression weight of .304. Anxiety (ANX) is not negatively associated with behavioral intention (BI) in both cities. Results showed that attitude (AT) is significantly associated with behavioral intention (BI) in Davao and Surabaya, with regression weight values of .723 and .414 respectively. Thus, the study shows that based on the research model, attitude is the pivotal factor for adopting cultural and behavioral changes by employees of the Davao

city government, while facilitating conditions and attitude are the key variables for employees of the Surabaya city government.

Hypothesis testing: moderator and predictor variables

This study analyzed the interaction effects of two moderating variables, age (AGE) and length of work experience (LWE), on selected exogenous variables to the endogenous variable. Analysis was done using bootstrapping procedure in partial least square SEM. Researchers have suggested an interpretation of effect sizes: from 0.02 as weak, from 0.15 as moderate, and above 0.35 as strong (Henseler and Fassott, 2010). Table 4.92 below summarizes the effects of the variables age and length of work experience.

Table 4.92 Moderating effects and hypothesis testing for Davao (D) and Surabaya (S)

Moderator → Predictor	Standardized regression weight		Moderating effect size (f ²)		Significance (p)		Hypothesis supported?	
	D	S	D	S	D	S	D	S
AGE → EE	-0.499	-0.170	0.331	0.030	<0.05	Ns	Yes	No
AGE → ANX	0.553	0.183	0.441	0.035	<0.05	Ns	Yes	No
AGE → AT	-0.385	-0.161	0.174	0.027	Ns	Ns	No	No
LWE → PE	-0.459	-0.239	0.267	0.061	Ns	Ns	No	No
LWE → EE	-0.515	-0.170	0.361	0.030	<0.05	Ns	Yes	No
LWE → SI	-0.519	-0.223	0.369	0.052	<0.05	Ns	Yes	No
LWE → AT	-0.471	-0.247	0.286	0.065	<0.05	Ns	Yes	No

Legend: Ns=not significant

The tests for moderating effects of age (AGE) revealed that it has no effect on effort expectancy in the Surabaya sample. However, it has a strong negative effect in the Davao sample, which suggests that older city government employees in that city tend to assume that the intention to adopt cultural and behavioral changes would require relatively more effort.

Age strongly and positively moderates the effect of anxiety on behavioral intention of the Davao sample, which implies that older employees tend to be anxious about adopting cultural and behavioral changes. It has no moderating effect for the Surabaya sample. Age does not appear to affect the association between attitude and behavioral intention of Davao and Surabaya city government employees.

The study found out that length of work experience (LWE) does not affect the performance expectancy of both Davao and Surabaya respondents. While it does not influence the associations between effort expectancy, social influence, attitude and behavioral intention of Surabaya respondents, it strongly moderates in the negative direction the associations between effort expectancy, social influence, attitude and behavioral intention of Davao respondents. These findings imply that employees who have worked relatively longer in the Davao city government had the tendency: to suppose that adopting cultural and behavioral changes would require more effort; to assume that social influences or factors are not important considerations in adopting cultural and behavioral changes; and, to exhibit negative attitudes toward adopting cultural and behavioral changes.

Below is Table 4.93 showing the summary of hypothesis testing results from the Davao and Surabaya samples for the study's model 4 (adopting cultural and behavioral changes). Results show that in adopting cultural and behavioral change, attitude emerge as the crucial variable for Davao and Surabaya city government employees. Age of Davao employees turn up as negatively affecting the influence of effort expectancy, and positively affecting the influence of anxiety on the behavioral intention. Length of work experience strongly moderates in the negative direction the associations between effort expectancy, social influence, attitude and behavioral intention of Davao respondents. Age and length of work experience of Surabaya employees do not affect in any way the influence of predictor variables of intention to adopt cultural and behavioral change.

Table 4.93 Comparative summary of hypotheses testing results for model 4

Hypothesis	Result	
	Davao	Surabaya
H1d. Performance expectancy is positively associated with intention to adopt cultural and behavioral changes.	Rejected	Rejected
H2d. Effort expectancy is positively associated with intention to adopt cultural and behavioral changes.	Rejected	Rejected
H3d. Social influence is positively associated with intention to adopt cultural and behavioral changes.	Rejected	Rejected
H4d. Facilitating conditions are positively associated with intention to adopt cultural and behavioral changes.	Rejected	Accepted
H5d. Anxiety is negatively associated with intention to adopt cultural and behavioral changes.	Rejected	Rejected
H6d. Attitude is positively associated with intention to adopt cultural and behavioral changes.	Accepted	Accepted
H7a.4 Age will significantly moderate the association between effort expectancy and intention to adopt cultural and behavioral changes.	Accepted (-)	Rejected
H7b.4 Age will significantly moderate the association between anxiety and intention to adopt cultural and behavioral changes.	Accepted (+)	Rejected
H7c.4 Age will significantly moderate the association between attitude and intention to adopt cultural and behavioral changes.	Rejected	Rejected
H8a.4 Length of work experience will significantly moderate the association between performance expectancy and intention to adopt cultural and behavioral changes.	Rejected	Rejected
H8b.4 Length of work experience will significantly moderate the association between effort expectancy and intention to adopt cultural and behavioral changes.	Accepted (-)	Rejected
H8c.4 Length of work experience will significantly moderate the association between social influence and intention to adopt cultural and behavioral changes.	Accepted (-)	Rejected
H8d.4 Length of work experience will significantly moderate the association between attitude and intention to adopt cultural and behavioral changes.	Accepted (-)	Rejected

Responses to Variable Indicators

Table 4.94 Responses to performance expectancy indicators (in %)

City	Response	Indicator statement			
		1. Tasks would be completed in less time and at less cost	2. Set goals and objectives of the department would be achieved	3. Service quality would be enhanced	4. Overall productivity of the department would be increased
Davao	SD				
Surabaya		1.3			
Davao	D				
Surabaya		7.7	6.4	6.4	7.7
Davao	N	15.9	15.9	15.9	17.1
Surabaya		15.4	16.7	14.1	20.5
Davao	A	62.2	62.2	59.8	57.3
Surabaya		50.0	52.6	50.0	43.6
Davao	SA	19.5	19.5	22.0	23.2
Surabaya		23.1	23.1	28.2	26.9

Legend: SD=Strongly disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly agree
N= 82(Davao) 78(Surabaya)

Note: some items have missing responses

Majority of the Davao sample, with a cumulative 81.7% response for “agree” and “strongly agree”, believe that adopting cultural and behavioral changes would result to completion of tasks in less time and at less cost. Majority the Surabaya sample, with a cumulative 73.1% response for “agree” and “strongly agree”, also believe that adopting cultural and behavioral changes would meet expectations of efficiency and effectiveness.

Majority of the Davao sample or 81.7% believe that adopting cultural and behavioral changes would help achieve the set goals and objectives of the department or agency. Likewise, a majority or 75.7% of the Surabaya sample believes that adopting cultural and behavioral changes would meet performance expectations in terms of achieving the department’s or agency’s goals and objectives.

Majority of the Davao sample or 81.8% believe that adopting cultural and behavioral changes would enhance the quality of their service. A majority of the Surabaya sample or 78.2% similarly believes that adopting cultural and behavioral changes would enhance the service quality of their department in particular and the city government in general.

Majority of the Davao sample or 80.5% believe that adopting cultural and behavioral changes would increase the productivity of their department, while a

majority or 70.5% of the Surabaya sample also believe that adopting cultural and behavioral changes would enhance their respective department’s output.

It must be mentioned that some respondents from both Davao and Surabaya, between 14.1% and 20.5% of the samples, were not sure regarding the performance expectancy indicators.

These results clearly show that majority of the employees in the city governments of Davao and Surabaya believe that adopting cultural and behavioral changes would meet all the performance expectancy indicators.

Table 4.95 Responses to effort expectancy indicators (in %)

City	Response	Indicator statement			
		1. Implementing would be easy	2. Using and adopting would be easy	3. Interaction with co-workers would be unproblematic	4. Adjustment would be uncomplicated
Davao	SD				
Surabaya					
Davao	D	14.6	13.4	9.8	15.9
Surabaya		3.8	5.1	14.1	7.7
Davao	N	22.0	24.4	25.6	22.0
Surabaya		29.5	28.2	26.9	41.0
Davao	A	45.1	43.9	46.3	43.9
Surabaya		62.8	57.7	48.7	34.6
Davao	SA	15.9	15.9	15.9	15.9
Surabaya		2.6	7.7	7.7	14.1

Legend: SD=Strongly disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly agree
N= 82(Davao) 78(Surabaya)

Note: some items have missing responses

Majority of the Davao sample, with a cumulative 61% response for “agree” and “strongly agree”, consider that adopting cultural and behavioral changes would be easy to implement. Also, a majority of the Surabaya sample, with a cumulative 65.4% response for “agree” and “strongly agree”, consider that adopting cultural and behavioral changes would be easy to implement.

Likewise, majority of the Davao sample (59.8%) and Surabaya sample (65.4%) consider the use and adoption of cultural and behavioral changes to be easy.

Interaction with co-workers in the changed culture and behavior environment would be unproblematic according to majority of the Davao sample (62.2%) and majority of the Surabaya sample (56.4%).

Adjustment to the changed culture and behavior setting would be uncomplicated according to majority of the Davao sample (59.8%) and less than a majority of the Surabaya sample (48.7%).

A notable result in this regard is that some Davao and Surabaya respondents, from 22.0% to 41.0% of the sample, are not sure about the effort expectancy indicators.

The results presented above indicate that majority of the Davao and Surabaya city government employees find the adoption of cultural and behavioral changes to be relatively easy in terms of most of the effort expectancy indicators.

Table 4.96 Responses to social influence indicators (in %)

City	Response	Indicator statement			
		1. It must be done because other cities are doing it	2. It must be done because other departments or divisions are doing it	3. It must be done because citizens expect it	4. It must be done because citizens demand it
Davao	SD				
Surabaya					
Davao	D	3.7	3.7	3.7	3.7
Surabaya		11.5	5.1	5.1	3.8
Davao	N	23.2	24.4	25.6	25.6
Surabaya		29.5	28.2	16.7	34.6
Davao	A	54.9	53.7	53.7	53.7
Surabaya		33.3	46.2	44.9	35.9
Davao	SA	15.9	15.9	14.6	14.6
Surabaya		21.8	19.2	30.8	23.1

Legend: SD=Strongly disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly agree
N= 82(Davao) 78(Surabaya)

Note: some items have missing responses

Majority of the Davao sample, with a cumulative 70.8% response to “agree” and “strongly agree”, and majority too of the Surabaya sample, with a cumulative 55.1% response to “agree” and “strongly agree”, are convinced that adopting cultural and behavioral changes must be done because other cities are doing it.

Because other departments or divisions are doing it, majority of the Davao sample (69.6%) and Surabaya sample (65.4%) are convinced as well that adopting cultural and behavioral changes must be done also.

Majority of the Davao sample (68.3%) and Surabaya sample (75.7%) are similarly convinced that adopting cultural and behavioral changes must be done

because citizens expect it. Moreover, majority of the Davao and Surabaya samples, with 68.3% and 59% respectively, are also convinced that citizens demand for cultural and behavioral changes to be adopted in the city government.

Although not significant but worth noting are the findings that some Davao and Surabaya respondents, from 16.7% to 34.6% of the sample, are not sure about the social influence indicators.

The study's findings suggest that majority of the city government employees of Davao and Surabaya find the social influence indicators to be relatively convincing for them to adopt cultural and behavioral changes.

Table 4.97 Responses to facilitating conditions indicators (in %)

City	Response	Indicator statement			
		1. I have the knowledge and skill for it	2. Technical support and assistance would be available	3. Financial support is available	4. The city administration supports it
Davao	SD				
Surabaya					
Davao	D	2.4	2.4	2.4	2.4
Surabaya		7.7	6.4	7.7	7.7
Davao	N	20.7	25.6	23.2	22.0
Surabaya		29.5	35.9	34.6	16.7
Davao	A	59.8	53.7	53.7	48.8
Surabaya		50.0	50.0	39.7	51.3
Davao	SA	14.6	15.9	18.3	24.4
Surabaya		11.5	6.4	16.7	23.1

Legend: SD=Strongly disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly agree
N= 82(Davao) 78(Surabaya)

Note: some items have missing responses

Majority of the Davao sample, with a cumulative 74.4% response to “agree” and “strongly agree”, are certain that they have the knowledge and skill for adopting cultural and behavioral changes. Majority of the Surabaya sample, with a cumulative 61.5% response to “agree” and “strongly agree”, are also certain that they are knowledgeable and skillful enough for adopting cultural and behavioral changes.

Majority of the Davao sample (69.6%) and Surabaya sample (56.4%) are likewise certain that technical support and assistance would be available for the adoption of cultural and behavioral changes. Besides, majority of the Davao sample

(72%) and Surabaya sample (56.4%) are certain as well that financial support would be available.

Majority of the Davao sample (73.2%) and majority of the Surabaya sample (74.4%) are certain that their respective city administrations support the adoption of cultural and behavioral changes in the city government.

It must be mentioned that the results show some Davao respondents (from 20.7% to 25.6%) and Surabaya respondents (from 16.7% to 35.9%) as being not sure about the facilitating conditions indicators.

Nevertheless, the study revealed that majority of the government employees of both cities are certain that the indicators for facilitating conditions in the adoption of cultural and behavioral changes are present in their respective city governments.

Table 4.98 Responses to anxiety indicators (in %)

City	Response	Indicator statement			
		1. I am hesitant in using or doing it	2. I worry that it will not work out as expected	3. I feel overwhelmed by it	4. I am concerned that citizens will not like it
Davao	SD	19.5	19.5	19.5	19.5
Surabaya		12.8	21.8	21.8	17.9
Davao	D	45.1	45.1	40.2	42.7
Surabaya		33.3	32.1	37.2	35.9
Davao	N	19.5	15.9	20.7	19.5
Surabaya		33.3	26.9	19.2	23.1
Davao	A	13.4	17.1	17.1	15.9
Surabaya		12.8	11.5	12.8	19.2
Davao	SA				
Surabaya		6.4	6.4	7.7	2.6

Legend: SD=Strongly disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly agree
N= 82(Davao) 78(Surabaya)

Note: some items have missing responses

Majority of the Davao sample, with a cumulative 64.6% response for “disagree” and “strongly disagree”, are confident that they are not hesitant in adopting cultural and behavioral changes. However, less than a majority of the Surabaya respondents, with a cumulative 46.1% response to “disagree” and “strongly disagree”, are confident that they would not hesitate in adopting cultural and behavioral changes.

Majority of the Davao sample (64.6%) and the Surabaya sample (53.9%) are not worried that adopting cultural and behavioral changes will not work out as expected.

Nor do they feel overwhelmed by it according to the majority of Davao respondents (59.7%) and Surabaya respondents (59%).

In addition, majority of the Davao sample (62.2%) and Surabaya sample (53.8%) are not concerned that citizens will not like the adoption of cultural and behavioral changes in the city government.

Despite the abovementioned findings, some respondents from both cities still expressed their neutrality and agreement on the anxiety indicators. Nonetheless, the study showed that majority of the city government employees in Davao and Surabaya are confident that most of the anxiety indicators do not affect their intention to adopt cultural and behavioral changes in the government.

Table 4.99 Responses to attitude indicators (in %)

City	Response	Indicator statement			
		1. It is a good idea	2. It is a worthwhile thing to do	3. I like it	4. It is a nice thing
Davao	SD				
Surabaya		1.3			
Davao	D			1.2	1.2
Surabaya		1.3	2.6	1.3	3.8
Davao	N	18.3	25.6	24.4	25.6
Surabaya		19.2	20.5	19.2	19.2
Davao	A	64.6	58.5	58.5	57.3
Surabaya		48.7	53.8	50.0	52.6
Davao	SA	14.6	13.4	13.4	13.4
Surabaya		28.2	20.5	26.9	23.1

Legend: SD=Strongly disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly agree
N= 82(Davao) 78(Surabaya)

Note: some items have missing responses

Majority of the Davao sample, with a cumulative 79.2% response to “agree” and “strongly agree”, and majority of the Surabaya sample, with a cumulative 76.9% response to “agree” and “strongly agree”, believe that adopting cultural and behavioral changes is a good idea.

Adopting cultural and behavioral changes is a worthwhile thing to do according to majority of Davao respondents (71.9%) and majority of Surabaya respondents (74.3%). Moreover, majority of the Davao sample (71.9%) and Surabaya sample (76.9%) signified that they like adopting cultural and behavioral changes.

Majority of the Davao sample (70.7%) and Surabaya sample (75.7%) also believe that adopting cultural and behavioral changes is a nice thing.

The study's findings thus indicate that majority of the government employees of Davao and Surabaya manifest positive attitudes with regard to the adoption of cultural and behavioral changes in their respective city governments.

Table 4.100 Responses to behavioral intention indicators (in %)

City	Response	Indicator statement		
		1. I intend to do it	2. I predict that I would do it	3. I plan to do it very soon
Davao	SD			
Surabaya				
Davao	D			
Surabaya		5.1	2.6	3.8
Davao	N	8.5	30.5	24.4
Surabaya		14.1	28.2	23.1
Davao	A	56.1	56.1	63.4
Surabaya		57.7	53.8	50.0
Davao	SA	32.9	11.0	9.8
Surabaya		21.8	14.1	21.8

Legend: SD=Strongly disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly agree
 N= 82(Davao) 78(Surabaya)

Note: some items have missing responses

Majority of the Davao sample, with a cumulative 89.0% response to “agree” and “strongly agree”, and majority of the Surabaya sample, with a cumulative 79.5% response to “agree” and “strongly agree”, expressed that they intend to adopt cultural and behavioral changes. Also, majority of Davao respondents (67.1%) and majority of Surabaya respondents (67.9%) predicted that they would adopt cultural and behavioral changes. Likewise, majority of them, 73.2% for Davao and 71.8% for Surabaya, conveyed that they plan to adopt cultural and behavioral changes very soon.

The study clearly revealed that majority of the Davao and Surabaya city government employees affirmed their intention to adopt cultural and behavioral changes in their respective city governments.

4.3 Proposed theory and model for e-government transformation adoption

Based on the results of the tests on this study's model on the aggregate and comparative levels, this research paper proposes a theory on e-government transformation adoption. On the basis of the acceptable regression weights or path coefficients, and moderating effects on the relationships of variables, it is theorized that performance expectancy (PE), social influence (SI), facilitating conditions (FC), and attitude (AT) are the determinant factors for the behavioral intention (BI) of government employees to adopt e-government transformation. The employees' length of work experience moderates the associations of the independent variables (PE, SI, FC, AT) on the dependent variable (BI). These relationships are shown in Figure 4.5 below.

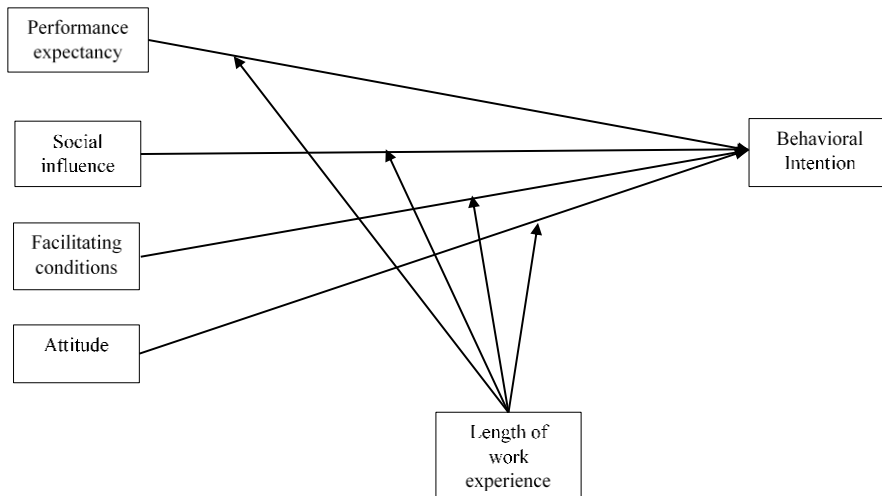


Figure 4.5 Proposed model of e-government transformation adoption

Performance expectancy is a determinant factor for e-government transformation adoption. When government employees understand and appreciate that transformation would result to: completion of tasks in less time and less cost; achievement of set goals and objectives; enhancement of service quality; and, an increase in overall productivity, the more they will tend to adopt and use transformative practices and activities in the government organization.

Social influence is a contributing factor for e-government transformation adoption. Once government employees are made aware that other cities or departments/divisions are doing it, and that citizens expect and demand it, they are more inclined to adopt and use transformative practices and activities in the government organization.

Facilitating conditions influence government employees' intention to adopt e-government transformation. When they actually experience and are made secure in their beliefs that: they have the skill and knowledge for it; there are technical and financial support; and, the city administration or leadership supports it, they are more likely to adopt and use transformative practices and activities in the government organization.

Attitude is a crucial factor for e-government transformation adoption. Having the right and positive mindset: that it is a nice, good, worthwhile and likeable thing to do; among the government employees, would make them more apt to adopt and use e-government transformational activities and practices.

The employees' length of work experience in the government experience would likely moderate the influences of the abovementioned variables' relationships with the behavioral intention to adopt e-government transformation. The understanding and appreciation of performance expectations, awareness of social factors or influences, experiences of facilitating conditions, and development of positive attitudes towards the organizational context are significantly shaped by how long or short the employee has worked in it.

Summary of Hypotheses Testing Results

The tables below, Tables 4.101 and 4.102, present a simplified summary of the hypotheses testing results of this study.

Table 4.101 Summary of hypotheses testing results (aggregate)

Hypothesis	Relationship	Model 1	Model 2	Model 3	Model4
H1	PE (+) → BI	Rejected	Accepted	Accepted	Accepted
H2	EE (+) → BI	Rejected	Rejected	Rejected	Rejected
H3	SI (+) → BI	Rejected	Accepted	Rejected	Rejected
H4	FC (+) → BI	Rejected	Rejected	Accepted	Accepted
H5	ANX (+) → BI	Rejected	Rejected	Rejected	Rejected
H6	AT (+) → BI	Accepted	Accepted	Accepted	Accepted
H7a	AGE → (EE → BI)	Rejected	Rejected	Rejected	Rejected
H7b	AGE → (ANX → BI)	Rejected	Rejected	Rejected	Rejected
H7c	AGE → (AT → BI)	Rejected	Rejected	Rejected	Rejected
H8a	LWE → (PE → BI)	Rejected	Rejected	Rejected	Accepted(-)
H8b	LWE → (EE → BI)	Rejected	Rejected	Accepted(-)	Accepted(-)
H8c	LWE → (SI → BI)	Rejected	Rejected	Rejected	Rejected
H8d	LWE → (AT → BI)	Rejected	Rejected	Accepted(-)	Accepted(-)

Table 4.102 Summary of hypotheses testing results (comparative)

Hypothesis	Relationship	Model 1		Model 2		Model 3		Model 4	
		D	S	D	S	D	S	D	S
H1	PE (+) → BI	R	R	A	A	A	A	R	R
H2	EE (+) → BI	R	R	R	R	R	R	R	R
H3	SI (+) → BI	R	R	R	R	R	R	R	R
H4	FC (+) → BI	A	R	R	R	R	R	R	A
H5	ANX (+) → BI	R	R	R	R	R	R	R	R
H6	AT (+) → BI	A	A	A	A	A	A	A	A
H7a	AGE → (EE → BI)	A(-)	R	A(-)	R	R	R	A(-)	R
H7b	AGE → (ANX → BI)	A(+)	R	A(+)	R	A(+)	R	A(+)	R
H7c	AGE → (AT → BI)	A(-)	R	A(-)	R	R	R	R	R
H8a	LWE → (PE → BI)	A(-)	R	A(-)	R	R	R	R	R
H8b	LWE → (EE → BI)	A(-)	R	A(-)	R	A(-)	R	A(-)	R
H8c	LWE → (SI → BI)	A(-)	R	A(-)	R	A(-)	R	A(-)	R
H8d	LWE → (AT → BI)	A(-)	R	A(-)	R	R	R	A(-)	R

Legend: D (Davao) S
(Surabaya)
A (Accepted)
R (Rejected)