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Impact and Acceptance of Digitalization in the Indonesian Workplace

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Abstract

Digitalization has changed organizational dynamics and greatly improved operational efficiency in the workplace. Digitalization brings difficulties even with its benefits, especially with employee technological acceptability. This paper aims to investigate how digitalization affects employee productivity and workplace efficiency and to find elements influencing workers' technology adoption. A survey was conducted among 169 employees across various organizations in Indonesia, analyzing their perceptions of the usefulness, ease of use, and management support for digital technologies. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The study indicated that perceived usefulness is much influenced by perceived ease of use, which highly predicts technological uptake. While simplicity of use alone does not greatly affect acceptance without the acknowledged utility, management support is vital in helping the acceptance of technology. For digitalization to be effective, companies have to make sure staff members view these technologies as helpful in addition to using simple, user-friendly solutions. Technology adoption depends on a favorable environment, greatly fostered by management support.

Keywords

Digitalization; Employee Productivity; Management Support; Technology Acceptance Model; Workplace Technology

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1. INTRODUCTION

Digitalization has transformed workplaces over the past two decades by streamlining operations and reshaping employee interactions. Driven by information and communication technology (ICT), it automates tasks, enables real-time communication, and enhances data access and analysis. Through digital tools and platforms, companies have improved efficiency, reduced costs, and boosted productivity (Mithas et al., 2007). Consequently, digitalization goes considerably beyond basic operational improvements; it also profoundly impacts organizational culture, dynamics, and personal views of responsibilities inside the workplace (Liang et al., 2011; Raintung et al., 2024; Westerman et al., 2014; Westerman & Davenport, 2018).

A key factor in successful digitalization is employee acceptance of technology, as highlighted by the Technology Acceptance Model (TAM) proposed by (Davis, 1989), in which perceived usefulness and ease of use are critical determinants of technology adoption. Employees are more likely to adopt new technologies when they see them as tools that enhance their work performance and are user-friendly (Alfira et al., 2021; Venkatesh & Davis, 2000). However, acceptance is not solely determined by individual perceptions; organizational support, such as training and resource availability, is pivotal in facilitating adoption (Agarwal & Prasad, 1997; King & He, 2006; Utomo, 2023).

Another relevant framework is the Diffusion of Innovations Theory, which explains how new technologies spread within organizations (Rogers, 1962), such as relative advantage, compatibility, complexity, trialability, and observability influence the rate of adoption (Rogers, 2003). Technologies that demonstrate efficiency gains or cost savings are more likely to be embraced, while complex or difficult-to-use systems may face resistance (Latifah et al., 2022; Laudon & Laudon, 2021; O'Brien & Marakas, 2019).

Empirical research highlights key factors influencing technology adoption in corporate contexts, showing that elements like perceived usefulness and ease of use significantly impact the acceptance of technologies such as ERP systems, e-learning platforms, and mobile tools (Acemoglu & Restrepo, 2018; Shin et al., 2013). Moreover, crucial organizational aspects include managerial support and the availability of enough training. (Bhattacherjee, 2001) stressed that management's duty to provide resources and build a supporting culture determines how well an adoption is implemented. (Cavoukian & Castro, 2014; Putranto et al., 2024) (Putranto et al., 2024) also found that perceived organizational support increases the simplicity of use and utility of technology, inspiring adoption.

Despite the theoretical insights and global evidence supporting digitalization, Indonesia faces unique challenges that complicate the adoption of digital technologies (Hadi et al., 2024; Supriyanto et al., 2024). Technological disparities between urban and rural regions and varying levels of digital literacy among employees create significant barriers to widespread adoption (Abdullah et al., 2016; Ifinedo, 2018). Besides, low levels of digital literacy can result in resistance or mistrust towards new systems, further hindering adoption (Autor, 2015). Another significant challenge is addressing employees' fears of job displacement due to automation (Acemoglu & Restrepo, 2018). As digital tools automate repetitive tasks, some roles may become obsolete, leading to concerns about employment security. Thus, effective change management strategies, such as open communication and inclusive decision-making, are essential to alleviate these fears (Neves et al., 2018). Data security and privacy concerns remain pressing, particularly in industries that handle sensitive information, such as finance and healthcare (Cavoukian & Castro, 2014).

This study focuses on the interplay between technology acceptance and employee productivity,

aiming to uncover the factors influencing successful digital transformation in the workplace. Thus, this study examines the relationship between technology acceptance and employee productivity in the context of workplace digitalization, specifically addressing the challenges unique to Indonesia. By identifying key factors influencing technology adoption, the study provides actionable insights to help organizations maximize the benefits of digital transformation while navigating its challenges.

Model Framework and Hypothesis Development

Grounded in TAM and the Diffusion of Innovations Theory, this study's conceptual framework is according to the paradigm, perceived usefulness determines perceived ease of use, which then drives technology acceptability in the workplace. Furthermore, it is hypothesized that managerial assistance would facilitate technology acceptance. Based on this framework, the following hypotheses were developed and tested.

H1: Perceived ease of use has a positive impact on perceived usefulness.

H2: Perceived ease of use has a positive impact on technology acceptance.

H3: Perceived usefulness has a positive impact on technology acceptance.

H4: Management support has a positive impact on technology acceptance.

The hypothesized relationships between these constructs are illustrated in the conceptual model shown in following Figure 1.

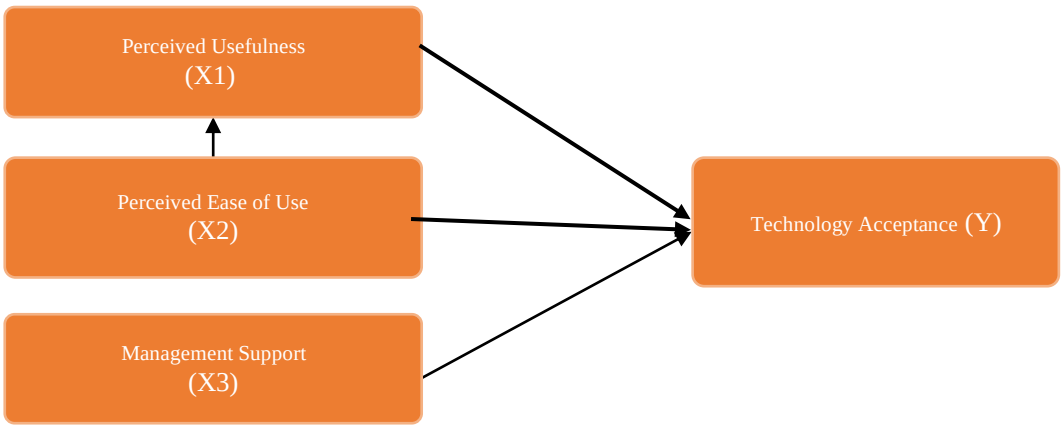

Figure 1. Framework Model

2. METHODS

2.1. Study Design, Population, Sample and Data Collection Instrument

This quantitative study utilized a survey approach to examine how digitalization impacts employee productivity, workplace efficiency, and technology acceptance. Conducted in Indonesia across various companies and sectors, data collection occurred over six months (March-August 2024), ensuring a diverse and robust dataset.

The target population included employees from public services, commercial businesses, state-

owned companies, and educational institutions. Using a combination of purposive and convenience sampling, 200 individuals were contacted, ensuring representation across varying levels of digital competence. A response rate of 84.5% was achieved, with 169 completed surveys reflecting participants' interest in digitalization and technology acceptance.

Data were collected through a structured questionnaire based on TAM and related technology adoption studies, measuring perceived usefulness (PU), perceived ease of use (PEOU), and management support (MS). Demographic questions included age, gender, education level, employment status, and work experience. Distributed via Google Forms, the online survey facilitated efficient data collection, minimized errors, ensured respondent anonymity, and allowed broad geographic participation.

2.2. Measurement of Variables

The study concentrated on a few important factors: perceived usefulness, ease of use, management support, and technological acceptability. A five-point Likert scale covered these factors, with 1 (strongly disagree) to 5 (strongly agree). The questions for evaluating (1) PU and PEOU are adapted from (Davis, 1989), for example, "*Using digital tools enhances my productivity*" and "*It is easy for me to become skilled in digital tools*"; (2) MS was gauged using questions based on (Agarwal & Prasad, 1997; Bhattacherjee, 2001), for example "*My organization supports digital tool adoption through training*". The dependent variable was TA, operationalized using objects gauging respondents' readiness to incorporate new technologies into their daily operations, for example, "*I am open to adopting new digital tools in my job*."

2.3. Instrument Validation

A pilot test with a small sample of respondents (n=20) evaluated the validity and dependability of the questionnaire before the full-scale data collection. The pilot test revealed any ambiguity or misinterpretation in the questions, which prompted little structural and language change. Cronbach's alpha was used to evaluate dependability and internal consistency at a threshold of 0.70 (Hair et al., 2014). Content validity (expert review) and construct validity (factor analysis) were used to assess validity such that the questionnaire fairly reflected the constructions of interest (Table 1).

Table 1. Validity and Reliability Results

Construct	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)
Perceived Usefulness (PU)	0.82	0.88	0.65
Perceived Ease of Use (PEOU)	0.85	0.90	0.68
Management Support (MS)	0.80	0.86	0.60
Technology Acceptance (TA)	0.83	0.89	0.64

2.4. Data Analysis Procedures

Partial Least Squares Structural Equation Modelling (PLS-SEM) was employed to analyze the data due to its suitability for exploratory research, small to medium sample sizes, and minimal reliance on strict distributional assumptions. The analysis involved the measurement model (outer model) to confirm validity and reliability and the structural model (inner model) to evaluate hypothesized relationships.

2.5. Measurement and Structural Model Evaluation

Confirmatory Factor Analysis (CFA) validated the measurement model, confirming convergent validity (factor loadings >0.70, AVE >0.50) and discriminant validity using the Fornell-Larcker criterion. Reliability was assessed through composite reliability (CR) and Cronbach's alpha, with values exceeding 0.70. The structural model analyzed relationships among constructs, using bootstrapping (5,000 resamples) for path coefficients and confidence intervals. R-squared values measured explanatory power, while f-squared assessed practical relevance. Ethical approval was obtained from the Universitas Lampung Ethics Committee. Participants provided informed consent, ensuring confidentiality, and data were securely stored.

3. FINDINGS AND DISCUSSION

3.1. Findings

The study surveyed 169 respondents across public services, private enterprises, state-owned enterprises (BUMN/BUMD), and educational institutions, with a balanced gender distribution (53.85% female, 46.15% male). Most respondents were aged 31–50, reflecting an active workforce segment familiar with digital technologies. Educationally, 31.95% held a Master's degree, and 46.15% had a Diploma or Bachelor's degree. Professionally, 49.11% held administrative roles, 17.75% were in management, and 46.15% had over 10 years of work experience.

PU received a high average score of 4.24, with respondents agreeing that digital technologies enhanced task efficiency (mean = 4.61) and workplace flexibility (mean = 4.23), though concerns about job security scored lower (mean = 3.62). PEOU also scored well (mean = 4.08), particularly for ease of integration into daily work (mean = 4.50), though data security concerns were noted (mean = 3.49). MS was a key factor (mean = 4.05), with infrastructure and resource provision rated highly (mean = 4.25), though training quality scored slightly lower (mean = 3.88).

TA showed strong results (mean = 4.26), with respondents highlighting the positive impact of digital tools on collaboration (mean = 4.42) and their willingness to adopt these technologies when involved in decision-making (mean = 4.10). These findings emphasize the importance of employee

involvement, robust management support, and addressing security concerns to enhance digital transformation success.

3.2. Data Analysis Procedures

Outer Model Test

The convergent validity of the measurement model was verified using factor loadings and average variance extracted (AVE), with results meeting the required thresholds (Table 2).

Table 2. Result Test for Convergent Validity

No.	Questions	*Loading Factor*	AVE	Conclusion
	Perceived Usefulness			
1	X1.1	0.884		**valid**
2	X1.2	0.916	**0.721**	**valid**
3	X1.3	0.736		**valid**
	Perceived Ease of Use			
5	X2.1	0.872	**0.747**	**valid**
6	X2.2	0.857		**valid**
	Management Support			
8	X3.1	0.709		**valid**
9	X3.2	0.890	**0.699**	**valid**
10	X3.3	0.895		**valid**
	Technology Acceptance			
11	Y1	0.905	**0.781**	**valid**
12	Y2	0.863		**valid**

Table 2 shows that all factor loadings exceeded the recommended threshold of 0.70, indicating that the indicators reliably represented their respective constructs. The AVE values for all constructs were above 0.50, confirming that the constructs captured a significant portion of the variance from their indicators. For instance, the AVE for PU was 0.721, PEOU was 0.747, MS was 0.699, and TA was 0.781. These results indicate that the items within each construct are strongly correlated and contribute to the construct's overall meaning, thereby confirming convergent validity.

The following test is discriminant validity, which was assessed using the Fornell-Larcker criterion, comparing the square root of the AVE values of each construct to the correlations between constructs. The results of the discriminant validity test are as follows.

Table 3. Result Test for Discriminant Validity

	X1. PU	X2. PEOU	X3. MS	Y. TA
X1. PU	**0.849**			
X2. PEOU	0.721	**0.865**		
X3. MS	0.609	0.666	**0.836**	
Y. TA	0.722	0.685	0.718	**0.884**

Table 3 shows that the square root of the AVE for each construct was greater than the correlations with other constructs, indicating that the constructs are distinct and measure different concepts. The square root of the AVE for PU was 0.849, which is higher than its correlations with PEOU (0.721), MS (0.609), and TA (0.722). Similarly, the square root of the AVE for TA was 0.884, exceeding its correlations with PU (0.722), PEOU (0.685), and MS (0.718). These findings confirm that the constructs in this study have adequate discriminant validity, meaning that they measure different aspects of the respondents' attitudes and behaviors regarding digital technologies in the workplace.

The next test is the reliability test of the constructs, which was assessed using Cronbach's alpha and composite reliability (CR) measures. The following Table 3 illustrates the results of the reliability test.

Table 4. Reliability Test Results

	Cronbach's alpha	Composite reliability (rho_a)	Conclusion
PU	0.802	0.821	Reliable
PEOU	0.662	0.663	Reliable*
MS	0.778	0.791	Reliable
TA	0.722	0.737	Reliable

Table 4 demonstrates that Cronbach's alpha values for most constructs met the acceptable threshold of 0.70, indicating adequate internal consistency. Specifically, the Cronbach's alpha values were 0.802 for PU, 0.778 for MS, and 0.722 for TA. Meanwhile, PEOU had a slightly lower Cronbach's alpha value of 0.662, marginally below the commonly accepted threshold but still considered acceptable for exploratory research. Composite reliability (rho_a) was also calculated to confirm the constructs' reliability further. The composite reliability values were 0.821 for perceived usefulness, 0.791 for management support, and 0.737 for technology acceptance. The perceived ease of use construct had a composite reliability value of 0.663. Although slightly lower, this value suggests that the construct is still reliable, particularly in the context of exploratory studies.

Inner Model Test (Structural Model)

The structural model was evaluated using the table and figure for path analysis, and the results supported most of the hypothesized relationships. The following table shows the results of the path analysis test.

Table 5. Path Analysis Test

Path	Hipotesis	Koefisien	t statistics	P values	Conclusion
X1 >> Y	H1	0.371	4.903	0.000	Supported
X2 >> X1	H2	0.721	13.504	0.000	Supported
X2 >> Y	H3	0.161	1.766	0.077	Not Supported
X3 >> Y	H4	0.385	4.708	0.000	Supported

Table 5 illustrates that the first hypothesis (H1), which posited that PEOU positively affects PU, was strongly supported, with a path coefficient of 0.721 and a t-statistic of 13.504 ($p < 0.001$). This result indicates that as employees find digital technologies easier to use, they are more likely to perceive them as useful in enhancing their job performance.

The second hypothesis (H2), which suggested that perceived ease of use directly influences TA, was not supported, as the path coefficient was 0.161 with a t-statistic of 1.766 ($p = 0.077$). This suggests that while PEOU contributes to PU, it does not directly lead to higher TA unless the technology is also perceived as beneficial.

The third hypothesis (H3), which proposed that PU positively influences TA, was supported, with a path coefficient of 0.371 and a t-statistic of 4.903 ($p < 0.001$). This finding reinforces the central role of PU in driving employees' acceptance of digital technologies.

Finally, the fourth hypothesis (H4), with a path coefficient of 0.385 and a t-statistic of 4.708 ($p < 0.001$), which postulated that MS favorably influences technology uptake, was likewise validated. This emphasizes how crucial management is in creating a conducive climate for digital transformation, hence improving employees' inclination to embrace new technology.

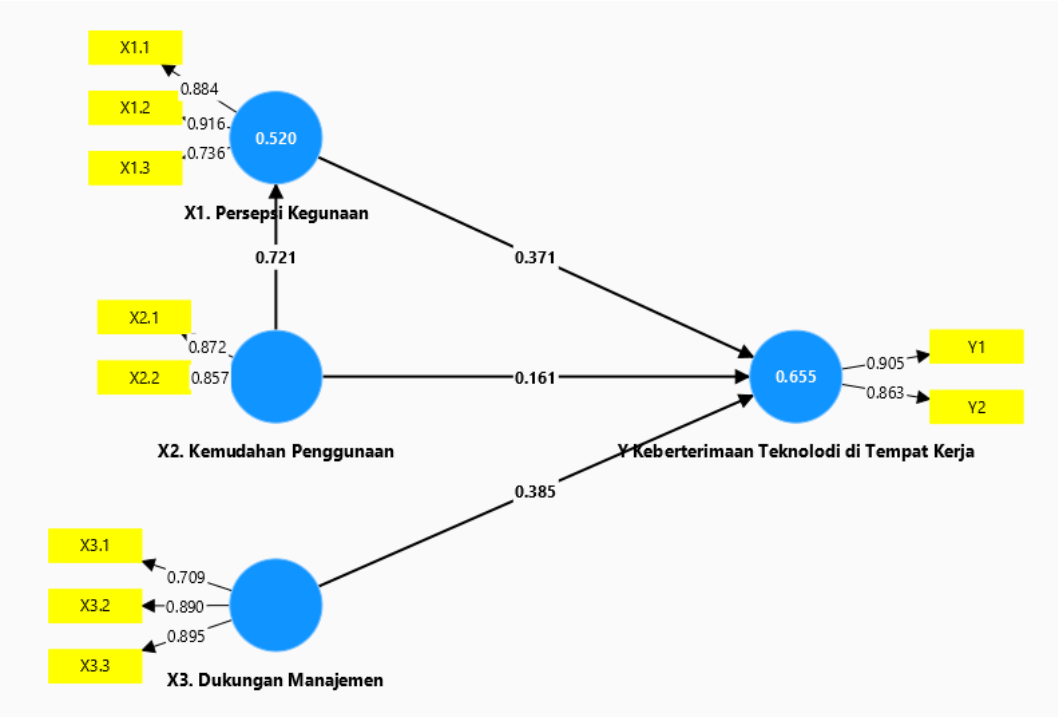

Figure 2. Structural Equation Modelling (SEM) Path Diagram

Figure 2 illustrates the relationships among the constructs in the study. PU (X1), measured by three indicators (loadings: 0.884, 0.916, 0.736), has an R^2 value of 0.520, indicating 52% variance explained. PEOU (X2), measured by two indicators (loadings: 0.872, 0.857), has an R^2 of 0.721, explaining 72.1% of

its variance. MS (X3), with three indicators (loadings: 0.709, 0.890, 0.895), shows moderate predictive relevance with an R^2 of 0.385. The dependent variable, TA (Y), measured by two indicators (loadings: 0.905, 0.863), has an R^2 of 0.655, indicating that the independent variables explain a substantial portion of its variance.

Path coefficients reveal the strength and direction of relationships: PU (X1) positively impacts TA (Y) with a path coefficient of 0.371. PEOU (X2) has a smaller but favorable direct effect on TA (0.161) and strongly influences PU (0.721). MS (X3) significantly impacts TA with a path coefficient of 0.385, highlighting its critical role in driving adoption. These results emphasize the importance of ease of use, perceived utility, and management support in fostering technology acceptance.

3.3. Discussion

Perceived Usefulness and Technology Acceptance

The significant link between PU and TA highlights the significance of ensuring that digital technologies are seen as helpful tools for job performance. This outcome is consistent with prior studies showing that technology adoption depends largely on perceived value (Esteban-Millat et al., 2018; Venkatesh et al., 2003). When employees perceive obvious advantages—such as increased efficiency, better flexibility, and higher production—they are more inclined to welcome new technology (Omuudu et al., 2022). Organizations should thus concentrate on explaining to their staff the benefits of new technology, stressing how these tools could simplify and improve their job (Zhou et al., 2018).

In practical terms, organizations introducing new technologies must communicate their value proposition. A new system's usefulness should be theoretical and tangible in terms of its impact on the employees' ability to complete their tasks more effectively and efficiently. For example, employees may be more likely to accept a new project management software if they understand how it can streamline communication, reduce redundancy, or facilitate team collaboration (Foroughi et al., 2019). Therefore, organizations must engage in effective communication strategies that demonstrate the real-world benefits of these technologies. The stronger the perceived usefulness, the higher the likelihood of acceptance and continued use.

Perceived Ease of Use

Although perceived ease of use was found to affect perceived usefulness favorably, it did not directly affect technological adoption in this study. This outcome implies that although simplicity of use is crucial, it is not enough to induce adoption. Employees must view the technology as helpful if they embrace it. This result fits the extended TAM (TAM2), which implies that perceived utility indirectly affects technological acceptance using perceived ease of use (Cristobal et al., 2007; Venkatesh et al., 2003). Companies should make sure that digital technologies make users' job processes easier and useful (Bramantyo & Utami, 2022).

This result is relevant to companies choosing or designing digital tools for their staff. Organizations must concentrate on conveying and proving the useful advantages of technology even as ensuring that it is easy to use is vital—especially to lower technical frustration and learning curves. For instance, the launch of a new software system had to be backed by unambiguous proof of how it would increase or decrease manual labor or streamline the processes (Lee & Mendlinger, 2011; Rauniar et al., 2014). Therefore, ease of use is a required but inadequate prerequisite for effective technology adoption, emphasizing the requirement of dual attention to user-friendliness and utility (Abroud et al., 2015).

Management Support

Management support plays a vital role in technology acceptance and the success of digital transformation initiatives. Employees with strong support through resources, infrastructure, and training are likelier to adopt new technologies. This aligns with research emphasizing that managerial support is key to overcoming resistance to change and fostering an innovative culture (Bhattacherjee, 2001; Neves et al., 2018). Management support includes training, providing necessary tools, and addressing staff issues, fostering motivation and confidence to adopt new technology. It highlights that technology adoption is a shared organizational goal guided by leadership rather than an individual responsibility (Hadi et al., 2024; Weale et al., 2017).

Furthermore, managerial involvement in decision-making fosters employee ownership. It reduces resistance to change, encourages workers to see new technologies as valuable and worth adopting (Elidjen et al., 2019), and provides ongoing support following implementation. Adopting technology is usually a slow process; hence, continuous help—in the form of advanced training or troubleshooting support—ensures that staff members keep using and find value in the technology long after its introduction.

Practical Recommendations and Context-Specific Disclaimer

To enhance technology adoption, organizations should provide tailored training programs, such as workshops on automation for administrative staff and strategic platforms for managers, using interactive methods like simulations and gamified sessions to boost engagement. Clear communication strategies, including town halls, focus groups, and success stories, build trust and highlight digital tools' benefits. Continuous managerial support, with initiatives like digital champions and structured feedback, ensures sustained adoption. Robust data security measures, including transparent policies, cybersecurity training, and audits, address privacy concerns and build trust.

The findings reflect Indonesia's socio-economic and cultural context, where urban areas benefit from better infrastructure and training than rural regions, and hierarchical structures influence adoption experiences. While collectivist values promote collaboration, decision-making may slow if employees feel excluded. These factors limit generalizability to regions with different socio-cultural

conditions. Future research should explore varying contexts across regions or countries to provide broader insights and refine global digital transformation strategies.

4. CONCLUSION

This study underscores the roles of PU, PEOU, and MS in shaping workplace technology acceptance based on TAM. While PEOU influences PU, its direct impact on technology acceptance is mediated by PU, emphasizing the importance of tools that deliver tangible benefits. Management support emerged as a key driver, highlighting the need for adequate resources, targeted training, and a supportive environment to overcome resistance and foster innovation. Furthermore, the research extends TAM by emphasizing the critical role of management support in Indonesia's socio-cultural and economic context, addressing challenges like digital infrastructure disparities and hierarchical organizational structures. This broadens TAM's applicability, providing insights into adoption in emerging economies.

For Indonesian organizations, tailored training programs, clear communication, continuous managerial support, and robust data security measures are essential to enhancing digital transformation. Strategies like interactive training, success stories, digital champions, and transparent policies can build trust and engagement, helping organizations improve efficiency, foster innovation, and remain competitive. However, underrepresenting sectors like agriculture and manufacturing limits generalizability, and self-reported data introduces response bias. Future studies should employ stratified sampling, mixed methods, and comparative analyses across regions with varying technological maturity to provide deeper insights and refine strategies for diverse contexts.

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