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APPENDIX

Appendix A Questionnaire

Research Questionnaire

Impact of ICT usage on Organizational Productivity in Sri Lankan Private sector.

Dear Sir/ Madam,

I am a postgraduate student from University of Moratuwa, reading for MBA in Management of Technology (MOT). As a partial fulfillment of this postgraduate study, I am conducting a research titled "Impact of ICT usage on organizational productivity in Sri Lankan private sector". The purpose of this research is to analyse the level of ICT usage, organization productivity level and whether the ICT usage influences the organization productivity in Sri Lankan private sector organizations.

I kindly invite you to participate in this study by filling the questionnaire. Your response on this questionnaire will be kept as confidential and used entirely for academic purposes only. Please spend some time to fill this questionnaire and your contribution would be much appreciated.

For Online version please follow the link:

<https://goo.gl/forms/Y4uQQZPOd5KBQ2Br1>

Thanks in Advance.

Dasun N. Malaarachchi

01	Name of Your Organization:	
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02	Which Sector your Organization Belong to? (Please select from Below Categories.)		
	Banking Finance and Insurance		Chemicals and Pharmaceuticals
	Beverage food and Tobacco		Health Care
	Construction and Engineering		Hotel and Travel
	Footwear and Textile		Land and Property
	Information Technology		Power and Energy
	Manufacturing		Telecommunication

	Services		Other (Specify Below)
	Automobile		

03	What category does your position belong in organizational hierarchy? (Please select from Below Categories.)		
	Executive Category		Junior Managerial Category
	Senior Managerial Category		CXO
	Director		Other:

04	What category does your company belong to?		
	Private Limited Company		Public Limited Company

ICT Device usage

What is the usage level of following Computer types in your Organization with in last 12 months? (Please Tick the suitable choice)						
5.1	Desktop Computers	Never <input type="checkbox"/>	Rare <input type="checkbox"/>	Occasionally <input type="checkbox"/>	Frequently <input type="checkbox"/>	Very Frequently <input type="checkbox"/>
5.2	Lap Top/Notebook Computers	Never <input type="checkbox"/>	Rare <input type="checkbox"/>	Occasionally <input type="checkbox"/>	Frequently <input type="checkbox"/>	Very Frequently <input type="checkbox"/>
5.3	Computer Servers	Never <input type="checkbox"/>	Rare <input type="checkbox"/>	Occasionally <input type="checkbox"/>	Frequently <input type="checkbox"/>	Very Frequently <input type="checkbox"/>

What is the usage level of following types of Internet in your Organization with in last 12 months? (Please Tick the suitable choice)						
6.1	Wired Internet (Ethernet)	Never <input type="checkbox"/>	Rare <input type="checkbox"/>	Occasionally <input type="checkbox"/>	Frequently <input type="checkbox"/>	Very Frequently <input type="checkbox"/>
6.2	Mobile Internet	Never <input type="checkbox"/>	Rare <input type="checkbox"/>	Occasionally <input type="checkbox"/>	Frequently <input type="checkbox"/>	Very Frequently <input type="checkbox"/>
6.3	Wi-Fi Internet	Never <input type="checkbox"/>	Rare <input type="checkbox"/>	Occasionally <input type="checkbox"/>	Frequently <input type="checkbox"/>	Very Frequently <input type="checkbox"/>
6.4	Fiber Optic Internet	Never <input type="checkbox"/>	Rare <input type="checkbox"/>	Occasionally <input type="checkbox"/>	Frequently <input type="checkbox"/>	Very Frequently <input type="checkbox"/>
6.5	Satellite Internet	Never <input type="checkbox"/>	Rare <input type="checkbox"/>	Occasionally <input type="checkbox"/>	Frequently <input type="checkbox"/>	Very Frequently <input type="checkbox"/>

What is the usage level of following types of Mobile Devices in your Organization with in last 12 months? (Please Tick the suitable choice)						
7.1	Tablet Computers	Never <input type="checkbox"/>	Rare <input type="checkbox"/>	Occasionally <input type="checkbox"/>	Frequently <input type="checkbox"/>	Very Frequently <input type="checkbox"/>
7.2	Smart Phones	Never <input type="checkbox"/>	Rare <input type="checkbox"/>	Occasionally <input type="checkbox"/>	Frequently <input type="checkbox"/>	Very Frequently <input type="checkbox"/>
7.3	Personal Digital Assistants	Never <input type="checkbox"/>	Rare <input type="checkbox"/>	Occasionally <input type="checkbox"/>	Frequently <input type="checkbox"/>	Very Frequently <input type="checkbox"/>

7.4	GPS Devices	Never <input type="checkbox"/>	Rare <input type="checkbox"/>	Occasionally <input type="checkbox"/>	Frequently <input type="checkbox"/>	Very Frequently <input type="checkbox"/>
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ICT Functionality usage

What is the usage level of the Organization's Web site in following functionalities with in last 12 months? (Please Tick the suitable choice)						
8.1	To Provide Information	Never <input type="checkbox"/>	Rare <input type="checkbox"/>	Occasionally <input type="checkbox"/>	Frequently <input type="checkbox"/>	Very Frequently <input type="checkbox"/>
8.2	To Interact with customers	Never <input type="checkbox"/>	Rare <input type="checkbox"/>	Occasionally <input type="checkbox"/>	Frequently <input type="checkbox"/>	Very Frequently <input type="checkbox"/>
8.3	To do Market Survey	Never <input type="checkbox"/>	Rare <input type="checkbox"/>	Occasionally <input type="checkbox"/>	Frequently <input type="checkbox"/>	Very Frequently <input type="checkbox"/>
8.4	To Advertise	Never <input type="checkbox"/>	Rare <input type="checkbox"/>	Occasionally <input type="checkbox"/>	Frequently <input type="checkbox"/>	Very Frequently <input type="checkbox"/>

What is the usage level of Emails in following functionalities with in last 12 months? (Please Tick the suitable choice)						
9.1	Company Email	Never <input type="checkbox"/>	Rare <input type="checkbox"/>	Occasionally <input type="checkbox"/>	Frequently <input type="checkbox"/>	Very Frequently <input type="checkbox"/>
9.2	Personal Email	Never <input type="checkbox"/>	Rare <input type="checkbox"/>	Occasionally <input type="checkbox"/>	Frequently <input type="checkbox"/>	Very Frequently <input type="checkbox"/>
9.3	Communicate with external parties	Never <input type="checkbox"/>	Rare <input type="checkbox"/>	Occasionally <input type="checkbox"/>	Frequently <input type="checkbox"/>	Very Frequently <input type="checkbox"/>
9.4	Communicate with Internal Parties	Never <input type="checkbox"/>	Rare <input type="checkbox"/>	Occasionally <input type="checkbox"/>	Frequently <input type="checkbox"/>	Very Frequently <input type="checkbox"/>
9.5	Email Marketing	Never <input type="checkbox"/>	Rare <input type="checkbox"/>	Occasionally <input type="checkbox"/>	Frequently <input type="checkbox"/>	Very Frequently <input type="checkbox"/>

What is the usage level of following E-Commerce/ Online functionalities with in last 12 months? (Please Tick the suitable choice)						
10.1	For purchasing goods	Never <input type="checkbox"/>	Rare <input type="checkbox"/>	Occasionally <input type="checkbox"/>	Frequently <input type="checkbox"/>	Very Frequently <input type="checkbox"/>
10.2	For selling goods	Never <input type="checkbox"/>	Rare <input type="checkbox"/>	Occasionally <input type="checkbox"/>	Frequently <input type="checkbox"/>	Very Frequently <input type="checkbox"/>
10.3	To use Online Services	Never <input type="checkbox"/>	Rare <input type="checkbox"/>	Occasionally <input type="checkbox"/>	Frequently <input type="checkbox"/>	Very Frequently <input type="checkbox"/>

10.4	To provide Online Services	Never <input type="checkbox"/>	Rare <input type="checkbox"/>	Occasionally <input type="checkbox"/>	Frequently <input type="checkbox"/>	Very Frequently <input type="checkbox"/>
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What is the usage level of following software platforms with in last 12 months? (Please Tick the suitable choice)						
11.1	Open Source Software	Never <input type="checkbox"/>	Rare <input type="checkbox"/>	Occasionally <input type="checkbox"/>	Frequently <input type="checkbox"/>	Very Frequently <input type="checkbox"/>
11.2	Commercial Software	Never <input type="checkbox"/>	Rare <input type="checkbox"/>	Occasionally <input type="checkbox"/>	Frequently <input type="checkbox"/>	Very Frequently <input type="checkbox"/>

What is the usage level of following Cloud Computing Functionalities with in last 12 months? (Please Tick the suitable choice)						
12.1	Software as a services	Never <input type="checkbox"/>	Rare <input type="checkbox"/>	Occasionally <input type="checkbox"/>	Frequently <input type="checkbox"/>	Very Frequently <input type="checkbox"/>
12.2	Platform as a service	Never <input type="checkbox"/>	Rare <input type="checkbox"/>	Occasionally <input type="checkbox"/>	Frequently <input type="checkbox"/>	Very Frequently <input type="checkbox"/>
12.3	Infrastructure as a service	Never <input type="checkbox"/>	Rare <input type="checkbox"/>	Occasionally <input type="checkbox"/>	Frequently <input type="checkbox"/>	Very Frequently <input type="checkbox"/>

What is the usage level of following ERP Functionalities with in last 12 months? (Please Tick the suitable choice)						
13.1	Financial Accounting	Never <input type="checkbox"/>	Rare <input type="checkbox"/>	Occasionally <input type="checkbox"/>	Frequently <input type="checkbox"/>	Very Frequently <input type="checkbox"/>
13.2	Management Accounting	Never <input type="checkbox"/>	Rare <input type="checkbox"/>	Occasionally <input type="checkbox"/>	Frequently <input type="checkbox"/>	Very Frequently <input type="checkbox"/>
13.3	Human Resources	Never <input type="checkbox"/>	Rare <input type="checkbox"/>	Occasionally <input type="checkbox"/>	Frequently <input type="checkbox"/>	Very Frequently <input type="checkbox"/>
13.4	Manufacturing	Never <input type="checkbox"/>	Rare <input type="checkbox"/>	Occasionally <input type="checkbox"/>	Frequently <input type="checkbox"/>	Very Frequently <input type="checkbox"/>
13.5	Order Processing	Never <input type="checkbox"/>	Rare <input type="checkbox"/>	Occasionally <input type="checkbox"/>	Frequently <input type="checkbox"/>	Very Frequently <input type="checkbox"/>
13.6	Supply Chain Management	Never <input type="checkbox"/>	Rare <input type="checkbox"/>	Occasionally <input type="checkbox"/>	Frequently <input type="checkbox"/>	Very Frequently <input type="checkbox"/>
13.7	Project Management	Never <input type="checkbox"/>	Rare <input type="checkbox"/>	Occasionally <input type="checkbox"/>	Frequently <input type="checkbox"/>	Very Frequently <input type="checkbox"/>
13.8	Customer Relationship Management	Never <input type="checkbox"/>	Rare <input type="checkbox"/>	Occasionally <input type="checkbox"/>	Frequently <input type="checkbox"/>	Very Frequently <input type="checkbox"/>

Business Process Performance

How did the Information and Communication Technology effect the following cost elements of the organization's Business Process With in last 12 months ?(Please Tick the suitable choice)						
14.1	Operations cost	Increased a lot <input type="checkbox"/>	Increased some what <input type="checkbox"/>	No Noticeable Change <input type="checkbox"/>	Decreased Some what <input type="checkbox"/>	Decreased a lot <input type="checkbox"/>
14.2	Overhead cost	Increased a lot <input type="checkbox"/>	Increased some what <input type="checkbox"/>	No Noticeable Change <input type="checkbox"/>	Decreased Some what <input type="checkbox"/>	Decreased a lot <input type="checkbox"/>
14.3	Per unit cost	Increased a lot <input type="checkbox"/>	Increased some what <input type="checkbox"/>	No Noticeable Change <input type="checkbox"/>	Decreased Some what <input type="checkbox"/>	Decreased a lot <input type="checkbox"/>
14.4	Cost Efficiency	Decreased a lot <input type="checkbox"/>	Decreased Some what <input type="checkbox"/>	No Noticeable Change <input type="checkbox"/>	Increased some what <input type="checkbox"/>	Increased a lot <input type="checkbox"/>

How the Information and Communication Technology did effect the following Quality aspects of the organization's Business Process with in last 12 months ?(Please Tick the suitable choice)						
15.1	Reliability of the organization Business Process?	A lot Worsened <input type="checkbox"/>	Worsened <input type="checkbox"/>	No Noticeable Change <input type="checkbox"/>	Improved <input type="checkbox"/>	Improved a lot <input type="checkbox"/>
15.2	Durability of the organization products or services?	A lot Worsened <input type="checkbox"/>	Worsened <input type="checkbox"/>	No Noticeable Change <input type="checkbox"/>	Improved <input type="checkbox"/>	Improved a lot <input type="checkbox"/>
15.3	Customer satisfaction for the organization products or services?	A lot Worsened <input type="checkbox"/>	Worsened <input type="checkbox"/>	No Noticeable Change <input type="checkbox"/>	Improved <input type="checkbox"/>	Improved a lot <input type="checkbox"/>
15.4	Defect rate of the organization products or services?	A lot Worsened <input type="checkbox"/>	Worsened <input type="checkbox"/>	No Noticeable Change <input type="checkbox"/>	Improved <input type="checkbox"/>	Improved a lot <input type="checkbox"/>

How much the Information and Communication Technology did effect the following delivery aspects of the Organization with in last 12 months ?(Please Tick the suitable choice)						
16.1	Rate of delivery of the	A lot Worsened <input type="checkbox"/>	Worsened <input type="checkbox"/>	No Noticeable Change <input type="checkbox"/>	Improved <input type="checkbox"/>	Improved a lot <input type="checkbox"/>

	product or services					
16.2	Ability of the organization to deliver product or services on time	A lot Worsened <input type="checkbox"/>	Worsened <input type="checkbox"/>	No Noticeable Change <input type="checkbox"/>	Improved <input type="checkbox"/>	Improved a lot <input type="checkbox"/>
16.3	Delivery time of the organization's product or services	A lot Worsened <input type="checkbox"/>	Worsened <input type="checkbox"/>	No Noticeable Change <input type="checkbox"/>	Improved <input type="checkbox"/>	Improved a lot <input type="checkbox"/>
16.4	Ability of the organization to deliver new product or services	A lot Worsened <input type="checkbox"/>	Worsened <input type="checkbox"/>	No Noticeable Change <input type="checkbox"/>	Improved <input type="checkbox"/>	Improved a lot <input type="checkbox"/>

How much the Information and Communication Technology did effect the following flexibility aspects of the of the organizations business process with in last 12 months? (Please Tick the suitable choice)						
17.1	Flexibility of the organizations work force?	A lot Worsened <input type="checkbox"/>	Worsened <input type="checkbox"/>	No Noticeable Change <input type="checkbox"/>	Improved <input type="checkbox"/>	Improved a lot <input type="checkbox"/>
17.2	Flexibility of the organizations ability to change production/ service volume	A lot Worsened <input type="checkbox"/>	Worsened <input type="checkbox"/>	No Noticeable Change <input type="checkbox"/>	Improved <input type="checkbox"/>	Improved a lot <input type="checkbox"/>
17.3	Organizations ability to adopt to customers need	A lot Worsened <input type="checkbox"/>	Worsened <input type="checkbox"/>	No Noticeable Change <input type="checkbox"/>	Improved <input type="checkbox"/>	Improved a lot <input type="checkbox"/>
17.4	Organizations ability to adopt to new technologies	A lot Worsened <input type="checkbox"/>	Worsened <input type="checkbox"/>	No Noticeable Change <input type="checkbox"/>	Improved <input type="checkbox"/>	Improved a lot <input type="checkbox"/>

Appendix B

Reliability Statistics of Initial Analysis

Computer Usage

Reliability Statistics

Cronbach's Alpha	N of Items
.225	3

Internet Usage

Reliability Statistics

Cronbach's Alpha	N of Items
.598	5

Mobile Usage

Reliability Statistics

Cronbach's Alpha	N of Items
.708	4

Device Usage

Reliability Statistics

Cronbach's Alpha	N of Items
.777	12

Web usage

Reliability Statistics

Cronbach's Alpha	N of Items
.806	4

Email usage

Reliability Statistics

Cronbach's Alpha	N of Items
.373	5

E-Commerce usage

Reliability Statistics

Cronbach's Alpha	N of Items
.783	4

Software usage

Reliability Statistics

Cronbach's Alpha	N of Items
.175	2

Cloud usage

Reliability Statistics

Cronbach's Alpha	N of Items
.827	3

ERP usage

Reliability Statistics

Cronbach's Alpha	N of Items
.913	8

Functionality usage

Reliability Statistics

Cronbach's Alpha	N of Items
.873	26

Cost

Reliability Statistics

Cronbach's Alpha	N of Items
.575	4

Quality

Reliability Statistics

Cronbach's Alpha	N of Items
.727	4

Delivery

Reliability Statistics

Cronbach's Alpha	N of Items
.866	4

Flexibility

Reliability Statistics

Cronbach's Alpha	N of Items
.879	4

Organizations productivity

Reliability Statistics

Cronbach's Alpha	N of Items
.846	18

Appendix C

Reliability Statistics if items deleted.

Computer usage

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Device_Computer_01	8.69	2.991	-.071	.634
Device_Computer_02	8.25	3.038	.120	.169
Device_Computer_03	8.42	1.872	.403	-.603 ^a

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

Internet usage

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Device_Internet_01	12.15	11.778	.325	.560
Device_Internet_02	12.60	11.642	.398	.520
Device_Internet_03	11.98	13.674	.194	.617
Device_Internet_04	13.19	9.703	.437	.495
Device_Internet_05	14.48	12.328	.452	.507

Email usage

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Functionality_email_01	15.10	6.140	.299	.298
Functionality_email_02	17.00	6.000	-.107	.636
Functionality_email_03	15.40	4.817	.533	.099
Functionality_email_04	15.20	5.610	.340	.247
Functionality_email_05	16.86	3.994	.251	.261

Cost

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
B.P.per_Cost_01	10.04	4.311	.658	.229
B.P.per_Cost_02	10.20	4.335	.749	.171
B.P.per_Cost_03	10.27	5.100	.538	.364
B.P.per_Cost_04	9.75	8.463	-.187	.899

Software usage

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Functionality_soft_01	4.37	.936	.099	.
Functionality_soft_02	3.41	1.619	.099	.

Appendix D

Reliability Statistics of after items deleted.

Computer usage

Reliability Statistics

Cronbach's Alpha	N of Items
.634	2

Internet usage

Reliability Statistics

Cronbach's Alpha	N of Items
.617	4

Mobile usage

Reliability Statistics

Cronbach's Alpha	N of Items
.708	4

Device usage

Reliability Statistics

Cronbach's Alpha	N of Items
.785	10

Web usage

Reliability Statistics

Cronbach's Alpha	N of Items
.806	4

Email usage

Reliability Statistics

Cronbach's Alpha	N of Items
.636	4

E-Commerce usage

Reliability Statistics

Cronbach's Alpha	N of Items
.783	4

Cloud usage

Reliability Statistics

Cronbach's Alpha	N of Items
.827	3

ERP usage (Primary Activities)

Reliability Statistics

Cronbach's Alpha	N of Items
.900	3

ERP usage (Supporting Activities)

Reliability Statistics

Cronbach's Alpha	N of Items
.871	4

Functionality usage

Reliability Statistics

Cronbach's Alpha	N of Items
.876	22

Cost

Reliability Statistics

Cronbach's Alpha	N of Items
.899	3

Quality

Reliability Statistics

Cronbach's Alpha	N of Items
.727	4

Delivery

Reliability Statistics

Cronbach's Alpha	N of Items
.866	4

Flexibility

Reliability Statistics

Cronbach's Alpha	N of Items
.879	4

Business Process Performance

Reliability Statistics

Cronbach's Alpha	N of Items
.892	15

Organizations productivity

Reliability Statistics

Cronbach's Alpha	N of Items
.892	15

Appendix E

Factor Analysis.

Computer usage

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.500
Approx. Chi-Square		19.682
Bartlett's Test of Sphericity	df	1
	Sig.	.000

Communalities

	Initial	Extraction
Device_Computer_02	1.000	.735
Device_Computer_03	1.000	.735

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.471	73.546	73.546	1.471	73.546	73.546
2	.529	26.454	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
Device_Computer_02	.858
Device_Computer_03	.858

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Internet usage

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.699
Approx. Chi-Square		33.696
Bartlett's Test of Sphericity	df	6
	Sig.	.000

Communalities

	Initial	Extraction
Device_Internet_01	1.000	.446
Device_Internet_02	1.000	.400
Device_Internet_04	1.000	.549
Device_Internet_05	1.000	.490

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.885	47.132	47.132	1.885	47.132	47.132
2	.789	19.735	66.867			
3	.720	18.001	84.868			
4	.605	15.132	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
Device_Internet_01	.668
Device_Internet_02	.633
Device_Internet_04	.741
Device_Internet_05	.700

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Mobile usage

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.714
Approx. Chi-Square		58.035
Bartlett's Test of Sphericity	df	6
Sig.		.000

Communalities

	Initial	Extraction
Device_mobile_01	1.000	.674
Device_mobile_02	1.000	.367
Device_mobile_03	1.000	.524
Device_mobile_04	1.000	.570

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.135	53.373	53.373	2.135	53.373	53.373
2	.811	20.287	73.660			
3	.587	14.684	88.344			
4	.466	11.656	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
Device_mobile_01	.821
Device_mobile_02	.606
Device_mobile_03	.724
Device_mobile_04	.755

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Web usage

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.735
Approx. Chi-Square		113.495
Bartlett's Test of Sphericity	df	6
	Sig.	.000

Communalities

	Initial	Extraction
Functionality_web_01	1.000	.519
Functionality_web_02	1.000	.744
Functionality_web_03	1.000	.720
Functionality_web_04	1.000	.572

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.556	63.897	63.897	2.556	63.897	63.897
2	.626	15.645	79.542			
3	.557	13.934	93.475			
4	.261	6.525	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
Functionality_web_01	.720
Functionality_web_02	.863
Functionality_web_03	.849
Functionality_web_04	.757

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Email usage

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.701
Approx. Chi-Square		94.070
Bartlett's Test of Sphericity	df	6
	Sig.	.000

Communalities

	Initial	Extraction
Functionality_email_01	1.000	.582
Functionality_email_03	1.000	.741
Functionality_email_04	1.000	.774
Functionality_email_05	1.000	.219

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.316	57.912	57.912	2.316	57.912	57.912
2	.908	22.688	80.600			
3	.480	12.004	92.604			
4	.296	7.396	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
Functionality_email_01	.763
Functionality_email_03	.861
Functionality_email_04	.880
Functionality_email_05	.468

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Ecommerce usage

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.697
Approx. Chi-Square		99.294
Bartlett's Test of Sphericity	df	6
	Sig.	.000

Communalities

	Initial	Extraction
Functionality_ecom_01	1.000	.605
Functionality_ecom_02	1.000	.490
Functionality_ecom_03	1.000	.740
Functionality_ecom_04	1.000	.606

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.442	61.041	61.041	2.442	61.041	61.041
2	.720	17.996	79.038			
3	.549	13.731	92.769			
4	.289	7.231	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
Functionality_ecom_01	.778
Functionality_ecom_02	.700
Functionality_ecom_03	.860
Functionality_ecom_04	.778

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Cloud computing usage

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.652
Approx. Chi-Square		105.214
Bartlett's Test of Sphericity	df	3
	Sig.	.000

Communalities

	Initial	Extraction
Functionality_cloud_01	1.000	.606
Functionality_cloud_02	1.000	.849
Functionality_cloud_03	1.000	.782

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.237	74.576	74.576	2.237	74.576	74.576
2	.552	18.398	92.974			
3	.211	7.026	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
Functionality_cloud_01	.778
Functionality_cloud_02	.922
Functionality_cloud_03	.884

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

ERP usage

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.846
Approx. Chi-Square		497.081
Bartlett's Test of Sphericity	df	28
	Sig.	.000

Communalities

	Initial	Extraction
Functionality_erp_01_Sup	1.000	.637
Functionality_erp_02_Sup	1.000	.729
Functionality_erp_03_x	1.000	.587
Functionality_erp_04_Pri	1.000	.491
Functionality_erp_05_Pri	1.000	.790
Functionality_erp_06_Pri	1.000	.707
Functionality_erp_07_Sup	1.000	.487
Functionality_erp_08_Sup	1.000	.624

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.052	63.147	63.147	5.052	63.147	63.147
2	1.010	12.622	75.769			
3	.713	8.916	84.685			
4	.489	6.111	90.796			
5	.301	3.765	94.561			
6	.192	2.398	96.959			
7	.133	1.665	98.624			
8	.110	1.376	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
Functionality_erp_01_Sup	.798
Functionality_erp_02_Sup	.854
Functionality_erp_03_x	.766
Functionality_erp_04_Pri	.701
Functionality_erp_05_Pri	.889
Functionality_erp_06_Pri	.841
Functionality_erp_07_Sup	.698
Functionality_erp_08_Sup	.790

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Cost

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.722
Approx. Chi-Square		153.896
Bartlett's Test of Sphericity	df	3
	Sig.	.000

Communalities

	Initial	Extraction
B.P.per_Cost_01	1.000	.830
B.P.per_Cost_02	1.000	.887
B.P.per_Cost_03	1.000	.783

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.500	83.342	83.342	2.500	83.342	83.342
2	.331	11.035	94.377			
3	.169	5.623	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
B.P.per_Cost_01	.911
B.P.per_Cost_02	.942
B.P.per_Cost_03	.885

Quality

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.679
Approx. Chi-Square		108.135
Bartlett's Test of Sphericity	df	6
	Sig.	.000

Communalities

	Initial	Extraction
B.P.per_Quality_01	1.000	.641
B.P.per_Quality_02	1.000	.811
B.P.per_Quality_03	1.000	.672
B.P.per_Quality_04	1.000	.282

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.406	60.158	60.158	2.406	60.158	60.158
2	.827	20.664	80.822			
3	.531	13.280	94.102			
4	.236	5.898	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
B.P.per_Quality_01	.801
B.P.per_Quality_02	.901
B.P.per_Quality_03	.820
B.P.per_Quality_04	.531

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Delivery

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.791
	Approx. Chi-Square	172.817
Bartlett's Test of Sphericity	df	6
	Sig.	.000

Communalities

	Initial	Extraction
B.P.per_delivery_01	1.000	.736
B.P.per_delivery_02	1.000	.816
B.P.per_delivery_03	1.000	.546
B.P.per_delivery_04	1.000	.803

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.902	72.539	72.539	2.902	72.539	72.539
2	.596	14.891	87.430			
3	.271	6.772	94.202			
4	.232	5.798	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
B.P.per_delivery_01	.858
B.P.per_delivery_02	.903

B.P.per_delivery_03	.739
B.P.per_delivery_04	.896

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Flexibility

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.776
Approx. Chi-Square		181.228
Bartlett's Test of Sphericity	df	6
	Sig.	.000

Communalities

	Initial	Extraction
B.P.per_flexibility_01	1.000	.748
B.P.per_flexibility_02	1.000	.790
B.P.per_flexibility_03	1.000	.762
B.P.per_flexibility_04	1.000	.651

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.951	73.776	73.776	2.951	73.776	73.776
2	.553	13.823	87.599			
3	.290	7.259	94.858			
4	.206	5.142	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
B.P.per_flexibility_01	.865
B.P.per_flexibility_02	.889
B.P.per_flexibility_03	.873
B.P.per_flexibility_04	.807

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Appendix F

One sample t-Test

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Device_usage	81	3.2630	.70913	.07879
Functionality_usage	81	3.5819	.66639	.07404

One-Sample Test

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Device_usage	3.337	80	.001	.26296	.1062	.4198
Functionality_usage	7.859	80	.000	.58193	.4346	.7293

ANOVA

Descriptives

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
					Banking	1		
Finance and Insurance	2	3.000	.67423	.1252	2.494	3.506	2.00	3.80
Information Technology	2	3.362	.67423	.1252	3.105	3.618	2.20	4.50
Manufacturing	9	3.362	.67423	.1252	3.105	3.618	2.20	4.50
Device_usage	1	3.275	.66883	.1672	2.918	3.631	2.30	4.60
Services	6	2.766	.69474	.2836	2.037	3.495	1.40	3.30
Other	6	2.766	.69474	.2836	2.037	3.495	1.40	3.30
Total	1	3.500	.74912	.1765	3.127	3.872	2.00	4.40
Total	8	3.263	.70913	.0787	3.106	3.419	1.40	4.60
Total	8	3.263	.70913	.0787	3.106	3.419	1.40	4.60

Functionality_usage	Banking	1	3.162	.53589	.1547	2.822	3.503	2.27	4.09
	Finance and Insurance	2	9						
	Information Technology	2	3.551	.69370	.1288	3.287	3.815	2.32	4.77
	Manufacturing	9	7						
	Services	1	3.838	.53060	.1326	3.555	4.120	2.86	4.73
	Other	6	1						
	Total	6	3.560	.42022	.1715	3.119	4.001	2.95	4.09
		8	4						
	1	3.689	.78191	.1843	3.300	4.078	2.50	4.77	
	8	4							
	8	3.581	.66639	.0740	3.434	3.729	2.27	4.77	
	1	9							

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Device_usage	Between Groups	4.357	4	1.089	2.308	.066
	Within Groups	35.872	76	.472		
	Total	40.229	80			
Functionality_usage	Between Groups	3.394	4	.849	2.007	.102
	Within Groups	32.133	76	.423		
	Total	35.527	80			

Appendix G

One sample t-test

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Organization_Productivity	81	3.8609	.51835	.05759

One-Sample Test

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Organization_Productivity	14.948	80	.000	.86091	.7463	.9755

ANOVA

Descriptives

Organization_Productivity

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Banking Finance and Insurance	12	3.8667	.54086	.15613	3.5230	4.2103	3.07	4.80
Information Technology	29	3.9540	.56571	.10505	3.7388	4.1692	2.60	5.00
Manufacturing	16	3.8667	.51179	.12795	3.5940	4.1394	3.13	5.00
Services	6	3.7667	.75631	.30876	2.9730	4.5604	2.53	4.67
Other	18	3.7333	.33684	.07939	3.5658	3.9008	3.00	4.27
Total	81	3.8609	.51835	.05759	3.7463	3.9755	2.53	5.00

ANOVA

Organization_Productivity

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.599	4	.150	.544	.704
Within Groups	20.896	76	.275		
Total	21.495	80			