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The Impact of Intranet on Managers and Their Work: An Empirical Study in the Malaysian Port Industry

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ABSTRACT

This paper examines the impact of Intranet usage on managers' performance in the port industry in Malaysia. Using the task-technology fit model, it investigates how certain factors (e.g. task requirements, Intranet functionalities, task-technology fit, and Intranet usage) affect the job performance of port managers. The mean test results suggest that the majority of managers believed that Intranet could improve their job performance. The results of structural equation modelling (SEM) indicate that task requirements and Intranet functionalities significantly justified their variance on task-technology fit. Task technology fit, on the other hand, significantly predicts Intranet usage and both significantly explained the variance on manager's job performance. Suggestions are made on how the port industry could improve their Intranet adoption.

Keywords: *Task-technology fit model, Intranet usage, managers' performance, port industry; Malaysia.*

Introduction

As a means to endorse access across the global enterprise, many organisations today are implementing Intranet, a corporate local area network (LAN) or wide area network (WAN) that uses internet technology secured behind a company's firewall (Norzaidi *et al.*, 2007). It was reported that 80 percent of the American firms and 48 percent in the United Kingdom of the top 200 companies have Intranet (Norzaidi *et al.*, 2008a; 2009). All these triumphant information of Intranet execution and its benefits in the west as well as the growth of Information Technology (IT) usage worldwide have driven the Malaysian Government to promote Intranet usage in many of its agencies, the port sector being one of them. Whilst Intranet has been adopted by the Malaysian port for the past few

years, there has been insufficient research concerning the relationship between Intranet usage and its impact on the performance of port managers. The initiation of Intranet had enforced all port staffs, notably management to use it recurrently. Further, there has been only a handful of studies that investigate Intranet usage at the port sector (Norzaidi et al., 2007, Norzaidi and Intan Salwani, 2008b), albeit such studies have been tested on other industries (Duane and Finnegan, 2003; Dubravka et al., 1999; Newell et al., 2001; Tang, 2000; Wagner et al., 2001; Watson, 1999; Wen and Anandarajan, 1998).

Likewise, not many studies have investigated Intranet usage using the task-technology fit (TTF) model although TTF has been extensively used in investigating IT usage (D'Ambra and Wilson, 2004; Dishaw et al., 2002; Gebauer and Shaw, 2004; Goodhue, 1998; Goodhue et al., 2000; Goodhue and Thompson, 1995; Ioimo and Aronson, 2003). In order to fill these gaps, the current study aims to examine the impact of Intranet on the Malaysian port managers and their work. Specifically, based on the TTF model, this study attempts to answer the following questions:

- Do tasks requirements and Intranet functionalities predict task-technology fit?
- Does task-technology fit predict managers' performance?
- Does task-technology fit predict Intranet usage?
- Does Intranet usage predict managers' performance?

If Intranet usage among the port managers is found to have significant relationship with improved job performance, recommendations are then made on how the port industry could use Intranet efficiently and effectively in order to achieve their organisational goals. Further, this study would also serve as a guide to other industries as far as effective and efficient Intranet usage is concerned.

Literature and Hypotheses Development

Task Requirements, Intranet Functionalities and Task-technology Fit

Tasks are broadly defined as the actions (including usage of Information Systems (IS) carried out by individuals in turning inputs into outputs (Goodhue and Thompson, 1995) to satisfy their information needs (D'Ambra and Wilson, 2004; Norzaidi et al., 2009). On the other hand, technologies are tools used by individuals in carrying out their tasks. In other words, in the circumstance of IS research, technology refers to computer systems (hardware, software, and data) and user support services (training, help lines, etc.) provided to assist users in their tasks. Goodhue and Thompson (1995) indicated that tasks requirements of interest

include those that might move a user to rely more heavily on certain aspects of IT as they believed that the need to answer many varied and unpredicted questions about company operations would move a user to depend more heavily upon an information system's capacity to process queries against a database of operational information. A few studies have proven that task requirements are influenced by technology usage, and in turn, influence performance. Goodhue (1995), for example, conducted a survey on 10 large organisations from among wide range of industries including financial services, manufacturing and distribution, and the U.S Government agencies. In this study, Goodhue placed four questions each was developed for task variety, difficult or non-routine tasks and interdependent tasks. Goodhue also found that the value of technology does appear to depend upon the tasks of the user. Users seem to view their systems as tools, which assist or hinder them in the performance of their tasks. As task demands increase, users respond more strongly to those IS features that meet those tasks demands. The users engaged in interdependent tasks found those common systems to have positive impact on the understandability of meaning and accessibility of the data. It also found that some policies or systems functionality do or do not lead to success as measured by user evaluations, except for tasks requirements. Another study conducted by Norzaidi et al. (2009) found that technology characteristics and task characteristics to be significant predictors of task-technology fit. As such, we believe that task requirements and Intranet functionalities predict the TTF in the port setting. In order to test such relation, we proposed the following:

Hypothesis 1: Task requirements and Intranet functionalities are predictors of task-technology fit

Task-technology Fit (TTF) and Managers' Performance

Goodhue and Thompson (1995) defined TTF as the degree to which a technology assists an individual in performing his or her portfolio of tasks. TTF corresponds between task requirements, and the functionality of the technology. In other words, the fit between task and technology generally refers to the match or congruence between IS and its organisational environment (Mathieson, 1991). If there are mismatches between the task that needs to be completed and the technology available, performance will be affected. Fit, therefore, is an interaction – only when both the technology and task are known, and the fit being estimated with confidence (Klaus et al., 2003). Likewise, the idea is that IS impacts performance to the extent that the specific functionality provided to (i.e. "fit") the underlying task that the systems is designed to support (Trice and Treacy, 1988). Moreover, Vessey (1991) proposes that mismatches between data representations and tasks would slow decision-making performance by requiring additional translations between data representations or decision processes.

Bailey and Pearson (1983) found that user could be frustrated by the lack of fit of IS and services to their tasks if the accessibility of the data is poor. Based on the above argument, we believe that the tasks performed and their fit with Intranet usage will have a significant influence on the performance of managers at the port industry. The following hypothesis thus ensues:

Hypothesis 2: Task-technology fit is a predictor of managers' performance

Task-technology Fit and Intranet Usage

Usage refers to the behaviour of employing the Intranet in completing given tasks (Goodhue and Thompson, 1995). There are a few studies that concentrate on the relationship between task-technology fit and usage. For instance, Dishaw and Strong (1998), who investigated the TTF model using software maintenance tools on professional computer programmers working in aerospace, insurance, and financial services companies who support the maintenance of both software and data, found that the tool requirements had a significant negative relationship with TTF while task requirements had significant negative relationship with TTF and actual use of tools. Similar findings were obtained from D'ambra and Wilson's (2004) study where TTF is related to the usage of World Wide Web among 217 travellers in Australia.

Norzaidi et al. (2009) also found task-technology fit has a significant relationship with usage, which implies that if there is a fit between task requirements and technology functionalities, usage would increase. To test this, we developed the following hypothesis;

Hypothesis 3: Task-technology fit is a predictor of Intranet usage

Usage and Managers' Performance

Technology adoption studies frequently adopt usage as a measure of success (Mahmood and Swenberg, 2000; Szajna, 1993), which affects performance (Trice and Treacy, 1988). According to Trice and Treacy (1998), in a theory linking IT and performance, usage can be viewed as an intervening variable. That is, usage is partially determined by information technology variables as one of the many variables which ultimately affect performance. For this reason, to test such relationship between Intranet usage and job performance of the managers, we proposed the following hypothesis:

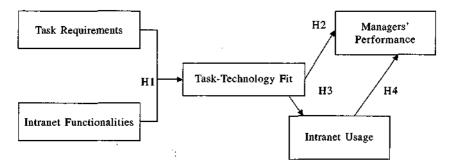*Hypothesis 4: Intranet usage is a predictor of managers' performance*

Figure 1: Development of Hypotheses and Model of TTF

In conclusion, if there is a fit between task requirements and Intranet functionalities, this would lead to TTF (H1). The presence of TTF would then lead to better performance impacts, in terms of effectiveness and efficiency on the part of the managers' performance (H2), which eventually leads the managers into using the Intranet in performing their tasks (H3). Their usage of the Intranet in turn allows them to achieve better performance (H4). Based on the hypotheses above, a framework is then constructed to show the relationships between the variables. The items identified in previous literature were incorporated in the framework, as depicted in Figure 1. The next section presents the methodology used in this research.

Methodology

Sampling and Research Procedures

The targeted population of this study comprise of all managers who work at (1) port authorities; (2) marine departments; (3) terminal operators; (4) royal customs and excise departments; and (5) immigration departments. The sampling frame comprised organisations in the port industry in Malaysia that use Intranet is suggested by the Ministry of Transport, Malaysia. Data were collected from managers comprised of general managers, department managers, division heads, directors, department or agency heads, unit chiefs, district managers, division managers and executives as identified by Robbins (1997). Prior preliminary interviews with managers were carried out in several organisations to check if issues related to Intranet usage and of concern to managers corresponded with issues identified in the literature and to identify any additional issues. Pilot testing was then administered on several managers in order to ascertain the critical factors and to develop a comprehensive questionnaire. After data is collected, statistical methods were used to draw conclusions and generalisation of the findings as elucidated by Hussey and Hussey (1997).

Research Instruments

Self-reporting questionnaires were distributed to the human resource (HR) department of all the five organisations to be distributed to the qualifying managers. The organisations identified their own managers within a broad definition provided by the researcher. Survey instrument packages consisting of a cover letter, questionnaires and a self-addressed stamped envelop. This method is a commonly used and reasonably inexpensive method (Hussey and Hussey, 1997). The questionnaires addressed a number of hypotheses specifically addressed in the study, divided into five sections. The first section contains five questions capturing the respondents' demographic information such as age, gender, department, highest education qualifications and position. The remaining sections comprise of questions measuring the respondents' perception on task requirements (3 items) (Goodhue and Thompson, 1995), Intranet functionalities (3 items) (Gebauer and Shaw, 2004), task-technology fit (11 items) (Goodhue and Thompson, 1995), Intranet usage (3 items) (Davis, 1989) and managers' performance (6 items) (Ioimo and Aronson, 2003). All the items from sections were measured using a 7-point Likert scale from 1 = strongly disagree to 7 = strongly agree (except for respondents' demographic information). About 357 questionnaires were distributed after identifying the numbers of managers from the HR department. Out of the 357 questionnaires distributed, 150 responses were obtained, yielding a response rate of 42 percent.

It is considerably high and representative of the population studied, thus enables generalisation of results (Hussey and Hussey, 1997; Sekaran, 2003). Roscoe (1975) opined that to avoid sample bias, the minimum of 10 percent response rate is required. In view that the response rate of the current study is much higher, it designates that these responses are free from sample bias and constituted population of the study. Stratified random sampling is used to determine sample of study.

Assessing Reliability and Validity

Assessing Validity

Exploratory Factor Analysis

In validating the instrument, construct validation was applied because content validity evidence alone was not sufficient because it pertains to the content of the test whereas descriptions and decisions were made based on respondents' responses to the test items (Tu, 2002). The data was examined using principal component analysis as the extraction technique and Varimax as the method of rotation. This technique and method of rotation is used as it is could reduce poor items and commonly used in social science research. An exploratory factor

analysis conducted in this study found the scales loading with eigenvalues greater than 1.0 and more than 50 percent of total variance explained of each construct. Items intended to measure the same construct demonstrated higher factor loadings (> 0.50) on a single component. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy (> 0.60) indicated a practical level of common variance as shown in Table 2.

Table 2: Factor Analysis Results for Achieving Construct Validity

Construct	Kaiser-Meyer-Olkin Measure of Sampling Adequacy	Initial Eigenvalue	Percent of Total Variance Explained
Task requirements	0.729	2.464	61.595
Intranet functionalities	0.648	2.036	67.851
Task technology fit	0.823	1.086	56.936
Intranet Usage	0.618	1.791	59.709
Managers' Performance	0.848	4.418	73.630

Assessing Reliability

In determining the reliability of the instrument, a general rule is that the indicators should have a Cronbach's alpha of 0.7 or more (Nunnally, 1978). Based on Table 1, we conclude that the Alpha scores obtained from this study can be applied for the analysis.

Table 1: Cronbach's Alpha

Construct/scale	No. of Items	Cronbach's Alpha
Task functionalities	3	0.776
Intranet requirements	3	0.756
Task technology fit	11	0.773
Intranet Usage	3	0.700
Managers' Performance	6	0.924

Testing Goodness-fit of TTF Model

Besides, the construct validity of the model's scales was also evaluated using Analysis of Moment Structures (AMOS) with maximum likelihood to analyse the data. AMOS is used because of its user-friendly and technically advanced nature (Miles, 2000). While there is no single recommended fit measurement for the structural equation model, varieties of measures are proposed in numerous research reports, for instance, model chi-square (χ^2/DF), bentler/bonnett index (NFI), parsimony ratio (PRATIO), incremental fit index (IFI), parsimony

comparative of fit index (PCFI), and root mean square error of approximation (RMSEA)(Segar and Grover, 1993). The current study test goodness-of-fit measures by using all of these measures. As shown in Table 3, we measured the TTF model using other multiple fit criteria, such as χ^2/DF, NFI, PRATIO, IFI, PCFI, and RMSEA. The value of χ^2/DF is 1.97, which is less than the desired cut-off value of 3.0 suggested by Segars and Grover (1993). Moreover, the PCFI (0.76), IFI (0.84), and CFI (0.84) considered close to the recommended value.

Table 3: Goodness-of-fit Measures of the Research Model

Goodness-of-fit-measure	Recommended value	Approximate boundary as a good fit
Chi-square/degree of freedom (χ^2/DF)	<3.00	1.97
NFI	>0.90	0.91
PRATIO	>0.90	0.91
CFI	Close to 1.0 is better	0.84
IFI	Close to 1.0 is better	0.84
PCFI	Close to 1.0 is better	0.76
RMSEA	<0.08	0.08

Nonetheless, RMSEA score (0.08) shows that the model meets a reasonable error of approximation (Browne and Cudek, 1993). The Bentler/Bonnett index was greater than 0.90, assuming that there is a good fit of the model (Harvey et al., 1985). Therefore, it is concluded that the TTF model used in this study is proven valid.

Demographic Profiles of the Respondents

Table 4 shows the demographic profiles of the respondent. Most of them fall in the age cohort of between 40-49 years old, followed by 30-39 years old. This is not surprising as many of the respondents of these age cohorts would have attained managerial and/or senior executive positions. The majority of them have a Bachelor's degree and work in non-IT departments with males dominating the industry.

Findings

Mean and Standard Deviation Score

Table 5 shows the mean and standard deviation scores of the variables. Albeit high standard deviation scores, the respondents indicate agreement to task

Table 4: Demographic Profiles of the Respondents

Age		Department	
21-29 years	22.0%	IT department	22.7%
30-39 years	29.3%	Non-IT department	77.3%
40-49 years	38.0%		
>50 years	10.7%	**Gender**	
		Male	70.0%
Education		Female	30.0%
Secondary school	4.7%		
Diploma	16.0%	**Position**	
Bachelor degree	60.0%	General Manager/ Assistant General Manager	4.7%
Master degree	10.7%	Director/Deputy Director/Assistant Director	10.7%
PhD/DBA	3.3%	Head/Assistant Head of Department/Unit	22.0%
Other qualifications (professional certificate i.e. CIMA, CIT, marine certificate)	5.3%	Manager/ Assistant Manager	26.7%
		Senior Executive/ Executive	28.0%
		Other positions	8.0%

interdependent and complexity (under task requirements), Intranet functionalities, performance and to some extent, the items measuring task-technology fit. Under the usage of Intranet, the respondents agreed that they have always been using Intranet, but not so frequent in their daily or yearly use. This study found that the majority of managers in Malaysian port industry believed that Intranet could improve their performance, since it allow them to accomplish task quickly, improve quality of work, and enhance effectiveness on the job.

Hypotheses Testing

The four hypotheses are tested based on the results presented in Table 6.

Table 6 shows that task requirements are negatively related to task-technology fit ($\beta = -0.055$, $p = 0.050$), while Intranet functionalities have direct effect on task-technology fit ($\beta = 0.191$, $p = 0.001$). As mentioned by Goodhue and Thompson (1995), tasks requirements of interest include those that might move a user to rely more heavily on certain aspects of the IT. The negative relationship is not surprising as managers who are working on ill-defined, non-routine tasks often find difficulties in accomplishing their work, to the point where clear answers will not be forthcoming in the future (Gebauer and Shaw, 2004; Norzaidi et al., 2007). If their tasks require them to enquire some information

Table 5: Mean and Standard Deviation Scores of the Constructs

Construct/scale	Mean	Standard Deviation
Task requirements		
• Equivocality	4.206	1.639
• Interdependence	5.193	1.383
• Structure	5.133	1.412
Intranet functionalities		
• Physical interface	5.506	1.202
• Concurrency	5.300	1.398
• Immediacy of communication	5.686	1.264
Task technology fit		
• Ease of use of hardware and software	5.673	0.772
• Training	5.773	0.724
• Meaning	4.633	1.803
• Right level of detail	5.993	0.951
• Right data	4.760	1.303
• Locatability	5.106	1.248
• Responsiveness	4.860	1.366
• Consulting	5.753	0.802
• Authorisation	5.006	1.402
• Compatibility	4.940	1.301
• Systems reliability	4.700	1.681
Intranet Usage		
• Frequency of usage	5.333	1.417
• Time spent (month/week)	5.944	1.779
• Time spent (hours)	5.933	1.289
Managers' Performance		
• Accomplish task quickly	5.513	1.072
• Improve quality of work	5.000	1.103
• Improve job performance	5.426	1.131
• Control over work	5.186	1.228
• Eliminate errors	4.906	1.411
• Enhance effectiveness on the job	5.413	1.210

Table 6: Result of the Study-testing Hypotheses

Hypotheses	Causal Relationship			β^1	S.E^2	C.R^3	P^4	Result
H-1	TR $\rightarrow$ TTF		(-)	-0.055	0.029	-.1.917	0.050	Supported
H-1	IF $\rightarrow$ TTF		(+)	0.191	0.060	3.184	0.001	Supported
H-2	TTF $\rightarrow$ P		(+)	0.978	0.347	2.819	0.005	Supported
H-3	TTF $\rightarrow$ U		(+)	1.754	0.468	3.752	***	Supported
H-4	U $\rightarrow$ P		(+)	0.340	0.117	2.892	0.004	Supported

[1] Regression Coefficient,
[2] Standard Error of β,
[3] Critical Ratio,
[4] Statistical Significant of the Test ($\alpha = 0.05$, *** = < 0.001)

Keys: TR: Task requirements, IF: Intranet functionalities, TTF: Task-technology fit, U: Intranet usage, P: Managers' performance

which is not regularly used by them, and that the completion of the tasks requires them to use their own judgements and intuitions, a misfit occurs between their tasks and the usage of Intranet. Therefore, the tendency to accomplish the job is often low. On the other hand, Intranet functionalities have strong positive relationship with task-technology fit. This corroborates Goodhue and Thompson's (1995) and Norzaidi et al.'s (2007) findings where the managers in port industry believed that Intranet functionalities (e.g. physical interface-speed of line, immediacy of communication-enables to reach communication partner quickly and concurrency-do other tasks while using Intranet) are important factors that assist them to accomplish their tasks. In summary, the findings reveal that task requirements and Intranet functionalities are predictors of task-technology fit. As such, hypothesis 1 is supported.

As expected in Hypothesis 2, task-technology fit is positively affecting the manager's performance ($\beta = 0.978$, $p = 0.005$). This finding corroborates previous studies where TTF is a key determinant of IS effectiveness (Goodhue and Thompson, 1995; Ioimo and Aronson, 2003; Norzaidi et al., 2007). At the individual level, a system/work fit construct has been found to be a physically powerful predictor of managerial electronic workstation use (Floyd, 1988). In this study, the results showed that managers in port industry believed that task-technology fit influence their performance. Hence, hypothesis 2 is supported. Also, this study also found that task-technology fit has a significantly high relationship with Intranet usage ($\beta = 1.754$, $p = < 0.001$). Supported by Goodhue and Thompson (1995), Ioimo and Aronson (2003) and Norzaidi et al., (2007), if task requirements and technology functionalities were, fit, thus, the usage level would increase (Benslimane et al., 2002) and if task requirements technology functionalities lack of fit, the users could be frustrated and usage level would thus be reduced (Bailey and Pearson, 1983). For example, managers would use Intranet more if the

exact definition of information fields relating to their tasks can easily be found. In short, this study proved that a better fit between the tasks required and Intranet functionalities leads to a higher level of Intranet usage. As a result, hypothesis 3 is supported. Moreover, this study suggests that Intranet usage has a significantly high relationship with manager's performance ($\beta = 0.340$, $p = 0.004$). This study proved that technology usage is one of the success factors that influence individual performance and usage is considered as an intervening variable. Explicitly, usage is partially determined by information technology variables, and is one of many variables, which affect managers' performance (Trice and Treacy, 1988). In short, usage could improve effectiveness and efficiency of manager, thus, hypothesis 4 is supported.

Discussion and Practical Implications

This study has answered all the research questions through the four hypotheses presented in this study. Overall, the managers in the port industry agreed that Intranet usage could accomplish their task quickly, improve quality of work, improve job performance, control over work, eliminate errors and enhance effectiveness on the job. In short, this study suggested that managers in Malaysian port industry perceived that Intranet could improve their job performance. This is not surprising as many prior researchers have arrived at the same conclusion on the relationship between Intranet usage and job performance (Trice and Treacy, 1998). It is for this reason that the Malaysian port industry has been investing heavily in Intranet technology for the past seven years. As expected, the results of this study confirms the TTF model proposed by Goodhue and Thompson (1995) where technology requirements and task functionalities have been found to be significant predictors of task-technology fit. Further, task-technology fit is a significant predictor of Intranet usage where it significantly predicts managers' performance. Managers' performance, on the other hand, plays an important role in determining the return on investment of the organisations in the port industry. To some extent, these results reflect the mean scores presented in Table 5. As such, it can be concluded that the TTF model can be used to identify Intranet adoption across different industries, with the port industry being one of them. Nevertheless, the mean scores indicate that the port organisations can further improve on their Intranet usage. It was found that the task requirements have negative effect on the performance of the port managers. To some extent, this is proven by the results in Table 5 where task-technology fit has stronger correlation with performance rather than usage. This can be explained by the fact that the managers are frequently involved with task equivocality, task interdependence, and task structure; and thus, this may result in less usage and therefore negative relationship with performance. This suggests that tasks need to be less structured and less dependent on others in order to

reap better performance. However, it is not always easy to restructure tasks as individual managers are compelled to work under the spirit of *esprit de corps*. Further, the way of how tasks are carried out is deeply embedded in the culture of the organisations, especially when government departments are concerned. This makes it even more difficult to restructure tasks. However, this remains a challenge as Intranet grows in its functions, more and more jobs need to be simplified or eliminated altogether.

The decision makers must be clear on the objectives of Intranet implementation, its coverage and what are the potential benefits to users and the ports through the development of a strategic plan. Since managers understand and have the ability to influence the use of technology among their subordinates, the managers must be allowed to provide feedback to the strategic plan. To merely implement technology for the sake of implementing it is not encouraged. The strategic plan must involve the simplification of tasks using Intranet to ensure there is a good fit between tasks and the technology adopted. Next, the decision makers must communicate a rationale for adopting technology to buy in users' acceptance of technology. The managers play an important role here to explain to all subordinates on the ports' technological initiatives. A culture of embedding technology in ways works are carried out must be created. Besides, the Human Resource departments of these ports should offer news, updates and trainings to gain the users' participation in the ports' technological endeavours. Such an internal support must be present to ensure an optimum level of Intranet adoption, which is subsequently translated into usage and better performance of the ports.

Training is regarded an important tool in ensuring the acceptance of Intranet and subsequently an optimum level of Intranet adoption. The users need to see how Intranet facilitates their work and the problems of task equivocality, task interdependence and task structure. This is important to ensure a good fit between task and technology (Intranet). The decision makers could work with external parties such as the suppliers in conducting effective training and providing technical assistance for the users. When such an environment is present, the users see the importance of using Intranet in their daily tasks. Thus, this increases their usage and subsequently improves the ports' performance.

Conclusion and Future Plans

This study examines the managers' perception on Intranet usage based on TTF model. The result of SEM indicates that task-technology fit, and usage significantly explained the variance in the managers' performance. In addition, task requirements, and Intranet functionalities significantly justified the variance on task-technology fit. Task technology fit; on the other hand, significantly predict Intranet usage. This study is limited on the basic factors of task-technology fit

model which focuses on task requirements, intranet functionalities, task-technology fit, intranet usage and middle managers' performance. It is recommended for future studies to investigate factors of user resistance and user satisfaction among the managers of port industry which is one area lacking as far as TTF is concerned. It is also possible for further studies to look at the comprehensive dimensions of TTF model and Intranet usage (e.g. managers' knowledge, organisational culture etc.). A cross-cultural study is also possible to identify whether the findings are different, or do they represent a universal phenomenon.

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