Evaluation of The Success of Using a SAP-Based ERP System With Theory of Planned Behavior (TPB) Model

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A B S T R A K

Peternakan PT. XYZ telah mengimplementasikan software System Application and Product in data processing (SAP) untuk mendukung proses bisnis di perusahaan. Keberhasilan atau kegagalan implementasi sistem dapat dinilai dari aspek non-teknis, yaitu pengguna dapat menerima serta menggunakan sistem SAP dengan baik. Tujuan penelitian ini adalah untuk mengevaluasi penggunaan perangkat lunak SAP melalui pemodelan Theory of Planned Behavior (TPB). Sikap, norma subyektif, kontrol perilaku yang dirasakan, niat perilaku, dan perilaku adalah variabel yang digunakan dalam pemodelan ini. Pemodelan TPB ini, menjelaskan mengenai faktor yang mempengaruhi minat dan perilaku individu untuk menggunakan software SAP. Niat individu dalam menggunakan software SAP dipengaruhi oleh variabel sikap, kontrol perilaku yang dirasakan, dan norma subyektif, sedangkan pengaruh seseorang untuk menggunakan software SAP dipengaruhi oleh niat. Jenis penelitian ini yakni penelitian kuantitatif melalui pengumpulan data menggunakan kuesioner dengan jumlah 30 responden yang berasal dari pengguna SAP di PT. XYZ. Analisis data dilakukan dengan menggunakan aplikasi SmartPLS. Hasil yang diperoleh yaitu sikap berpengaruh positif dan signifikan terhadap niat perilaku, niat perilaku berpengaruh positif dan signifikan terhadap perilaku, norma subjektif berpengaruh positif dan signifikan terhadap niat perilaku, dan kontrol perilaku yang dirasakan berpengaruh negatif terhadap niat perilaku dalam menggunakan software SAP.

A B S T R A C T

PT. XYZ has implemented System Application and Product in data processing (SAP) software to support business processes in the company. The success or failure of system implementation can be assessed from non-technical aspects, namely that users can accept and use the SAP system well. The aim of this research is to evaluate the use of SAP software through Theory of Planned Behavior (TPB) modeling. Attitudes, subjective norms, perceived behavioral control, behavioral intentions, and behavior are the variables used in this modeling. This TPB modeling explains the factors that influence an individual's interest and behavior in using SAP software. An individual's intention to use SAP software is influenced by attitudinal variables, perceived behavioral control, and subjective norms, while a person's influence to use SAP software is influenced by intention. This type of research is quantitative research through data collection using a questionnaire with 30 respondents coming from SAP users at PT. XYZ. Data analysis was carried out using the SmartPLS application. The results obtained are that attitudes have a positive and significant effect on behavioral intentions, behavioral intentions have a positive and significant effect on behavior, subjective norms have a positive and significant effect on behavioral intentions, and perceived behavioral control has a negative effect on behavioral intentions in using SAP software.

1. INTRODUCTION

SAP is one of the Enterprise Resources Planning (ERP) software that used to support a company in carrying out its business processes more efficiently and effectively (Anggreni, 2020; Santoso et al., 2018b). SAP is made up of several application modules that may handle any kind of transaction a business needs to complete, and each module functions in tandem with the others (Alwahidin & Muin, n.d.; Damayanti, 2015) In its use, PT XYZ chose SAP because of the integration of business processes so as to accelerate company performance, enhance decision-making, strengthen integration between functional

domains, and increase data accuracy. PT. XYZ consists of many business units that run with various types of modules to run their business processes(Afdalia et al., 2014; Layongan et al., 2022). In carrying out this business process, the SAP system will assist related business units in organizing and managing all information that supports running activities, where the SAP system is integrated with other business units that play a role in the business processes of each unit at PT XYZ. Information management that runs in this SAP system runs in real-time to reduce human-error, such as data duplication and inaccuracy (Firdaus et al., 2012; Hapsari, n.d.) SAP has been used at PT XYZ since 2011. This helps the company to be able to compete with other competitors, because SAP has many advantages. However, in the use of new technology in companies sometimes it cannot be denied that there can still be some problems, such as lack of user knowledge about SAP technology, new employees who are not experienced in the SAP field and so on (Irwansyah, 2021; Santoso et al., 2015). This certainly affects whether a system can be said to be successful or not. There are two ways to evaluate a system's effectiveness: technically and non-technically. Information technology falls within the technical category, depending on whether it is utilized correctly or not. However, the non-technical component has to do with how information technology consumers perceive it, which influences whether they embrace or reject the technology (R. K. Dewi & Firmansyah, 2019; Kasdim et al., 2022). Lack of user acceptability of a new system is one of the reasons for system implementation failure. Fatigue with SAP applications due to their complexity combined with insufficient human resources that are unreliable when used might lead to a failed SAP application deployment (Costa et al., 2016; Mergeformat, 2021).

User satisfaction is an assessment that concerns whether the performance of an information system is relatively good or not, and also whether the information system presented is suitable or not with the user's objectives (Ezpinoza Juanillo & Rupa Huayllapuma, 2018; Irfan et al., 2021). If users are satisfied with the information system they use, it can be said that the information system can be said to be working well or successful. In other words, the determining factor of the success of an information system is the satisfaction of users who have used the information system(Afrianto, 2022; Darban & Polites, 2016). Consequently, the organization will be greatly impacted by the significance of information technology adoption. The acceptance, adoption, and usage of information technology by users are explained by a variety of models. Theory of Planned Behavior model is one of the fundamental ideas pertaining to the application of information technology (Qi et al., 2021). Theory of Planned Behavior (TPB) is a further development of the theory of reasoned action (TRA). There is a behavioral intention variable in TRA that is impacted by the subjective norms and attitudes variables. Perceived Behavioral Control (PBC), a factor that not previously included in the TRA. The TPB model states that a person's conduct is the result of their desire to behave (Pilander et al., 2018). Three primary factors: attitude, subjective standards, and perceived behavioral control, are used in TPB to define behavioral interest. This study's notion the perceived behavioral control is useful for detailing the aspects that affect a person's behavior when using SAP software, which includes things like proficiency and capacity to utilize the SAP software (Afdalia et al., 2014; Rahmawati et al., 2018). Thus, it is hoped that the used of Theory of Planned Behavior model can find out what factors that affect a user's intention and behavior to adopt and utilize SAP software in finishing their task. TPB model's variables will serve as a guide for PT XYZ's evaluation of its use of SAP software. One of the advantages of the TPB over the TRA is its ability to analyze situations where individuals do not fully control their own behavior. The TPB examines the potential impact of perceived behavioral control on attaining behavioral objectives rather than the actual level of control that an individual possesses (L. D. S. Dewi et al., 2017). Based on the description of the background of the problem above, the constructs of attitude, subjective norm, behavioral intention, perceived behavioral control, and behavioral intention to utilize SAP applications at PT XYZ are all intended to be examined in this study. Collecting data process was carried out through questionnaire distribution to users who use SAP software at PT XYZ. After that, the smartPLS 4.0.9.9 software was utilized to conduct data analysis via the Partial Least Square (PLS) method.

2. METHOD

Conceptual Method

Conceptual model is a description of the research framework carried out based on the relationship between each variable in it. The conceptual model framework aims to determine the objectives of a study by identifying problems and finding solutions to these problems. The following is a description of the conceptual model that will be used in this study. Conceptual Method showed in Figure 1.
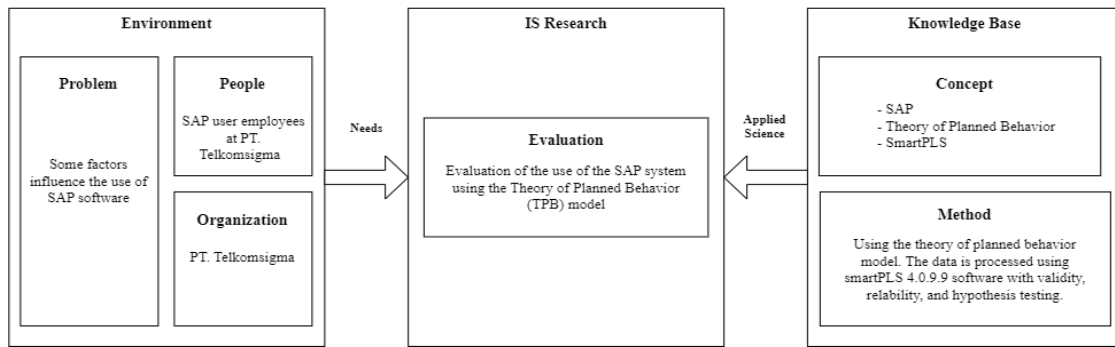
Figure 1. Conceptual Method

The scope of this study is explained by Figure 1, in the problem section, the problem that is used as research is to analyze the factors that affect behavioral intention and behavior to the use the SAP software using attitude, perceived behavioral control, and subjective norm variables. In the environment section, it is divided into two parts: namely people and organization. People who are the focus of research are users who use SAP applications and for the organization studied is PT XYZ. The basis of science or knowledge base used is the concept of SAP, TPB, and SmartPLS. The data collection method uses a questionnaire distributed to all SAP users at PT XYZ. The output or result of the research is an analysis of the user, namely, an evaluation of the use of SAP software at PT XYZ. There are two types of data collected to support this research, namely primary data and secondary data. A primary data source is one that gives researchers access to data directly (Iranto, 2012) Primary data here is in the form of a questionnaire that will be distributed to SAP users of PT XYZ. The sampling technique in this study used Saturated Sampling. According to (Rosdianto et al., 2017) Saturated sampling is a technique for conducting surveys where all participants in the population are used as survey subjects. This is often done when the population is relatively small, less than or equal to 30 people. The saturated sampling technique was used in this study because the number of samples available was 30 SAP users at PT XYZ. Meanwhile data secundera is a sumber that does not continuously provide data to the data consumer, such as other people or documents.
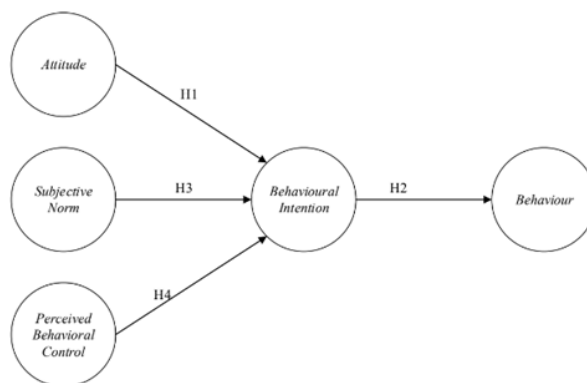

Figure 2. Research Framework

This study included a questionnaire with five constructs and eighteen manifestations as its instruments. The Partial Least Square (PLS) method of structural equation modeling (SEM) was employed in this study's data analysis to forecast the connection between the research latent variables. PLS can handle small sample sizes with complex cause-and-effect or causality models and focuses on maximizing the explained variance of observed constructs rather than model fit and focuses on maximizing the explained variance of observed constructs rather than on model fit (Hardanti et al., 2014). The program smartPLS 4.0.9.9 is used for data processing. The primary data that was processed came from questionnaires that were categorized using a Likert scale of 1 to 5 according to indicators in latent variables. The questionnaire designed by this researcher will be using a Google Form which will then be disseminated online through social media owned by the researcher. Then the secondary data of this study are references from several literature studies, articles, and several previous studies related to the Theory

of Planned Behavior and the examination of information technology acceptability. A Likert scale is used in the questionnaire's creation, where the variables to be measured will be translated into variable indicators. The questionnaire distributed contains questions about the use of the SAP system that have been adapted to the variables to be studied. A five-point Likert scale was employed in this study. Points 1 through 5 indicate strong disagreement, agreement, neutrality, and strong agreement, respectively (Rosdianto et al., 2017). The research framework describes the research model used. This research model uses the theoretical framework of the TPB into Figure 2. Considering to Figure 2, the research framework to be studied is Hypothesis 1 (H1) states that attitudes have an effect on behavioral intention. Hypothesis 2 (H2) states that behavioral intention have an effect on Behavior (H2). Hypothesis 3 (H3) states that subjective norms have an effect on behavioral intention. Hypothesis 4 (H4) states that behavioral intention is influenced by perceived behavioral control. Variable Definition showed in Table 1. Research Hypothesis *showed in* Table 2.

Table 1. Variable Definition

Construct	Definition
Attitude	Acceptance or rejection forms for using SAP software
Subjective Norm	Individual perceptions of using SAP software that are influenced by the people around them
Perceived Behavioral Control	Perception of the behavior's ease of execution or difficulty
Behavioral Intention	A person's motivation to carry out a behavior
Behavior	Actual actions taken by someone when using the SAP software

Table 2. Research Hypothesis

Hypothesis	Description
H1	Attitude positively and significantly influenced by behavioral intention
H2	Behavior is positively and significantly influenced by behavior
H3	Subjective norm is positively and significantly influenced by behavioral intention
H4	Perceived behavioral control on behavioral intention shows a reciprocal relationship

3. RESULT AND DISCUSSION

Result

Demographics of Respondents

Demographics of respondents obtained from questionnaires which were distributed online totaling 30 respondents at PT. XYZ with the demographics of respondents as shown in Table 3.

Table 3. Demographics of Respondents

Item	Demographics	Frequency	Percetages
Gender	Male	11	63,3%
	Female	9	36,7%
Age	≤ 20 years	0	0%
	20-29 years	7	23,3%
	30-39 years	14	46,7%
	40-49 years	8	26,7%
	≥ 50 years	1	3,3%
Latest Education	SMA/SMK	0	0%
	D3/Diploma	3	10%
	S1/Bachelor's Degree	25	83,3%
	S2/Magister	2	6,7%
	S3/Doctor	0	0%
Length of Work	≤ 1 year	3	10%
	2-5 years	6	20%

Item	Demographics	Frequency	Percetages
	6-9 years	6	20%
	≥ 10 years	15	50%
Have attended	Yes	6	20%
training/not	No	24	80%

The SEM analysis approach was used to process this research using SmartPLS software. The research model applied is as follows in Figure 3.
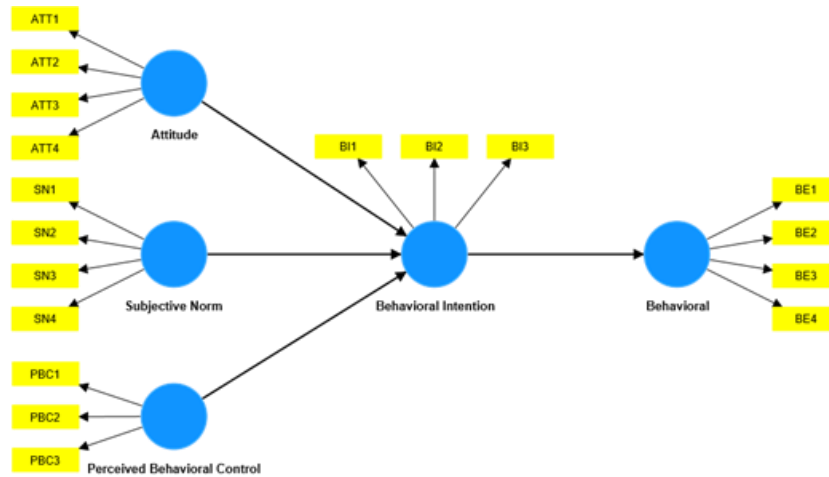

Figure 3. Research Model

This research was conducted through several stages in interpreting the results of SEM analysis. SmartPLS analysis results, namely measurement model evaluation (outer model), structural model evaluation (inner model), and direct effect hypothesis testing (Rahmawati et al., 2023; Suryanti et al., 2023). The Outer model measurement explains the relationship among latent variables and their indicators. indicators. The assessment of the measurement model for reflective latent variables is based on the loading of indicators to the corresponding latent variables (Santoso et al., 2018b). The convergent validity, discriminant validity, and reliability tests are the three tests that the outer model must pass to determine its worth in the test. Convergent validity test is based on two parameters and criteria, namely looking at the loading factor and AVE values. The value of the loading factor must be> 0.7 and the value of of Average Variance Extracted (AVE) must be> 0.5. To be able to find out the value in SmartPLS, it can be seen by doing calculate on PLS Algorithm and choose outer loading (Santoso et al., 2018b). Figure 4 shows the running results of PLS Algorithm.
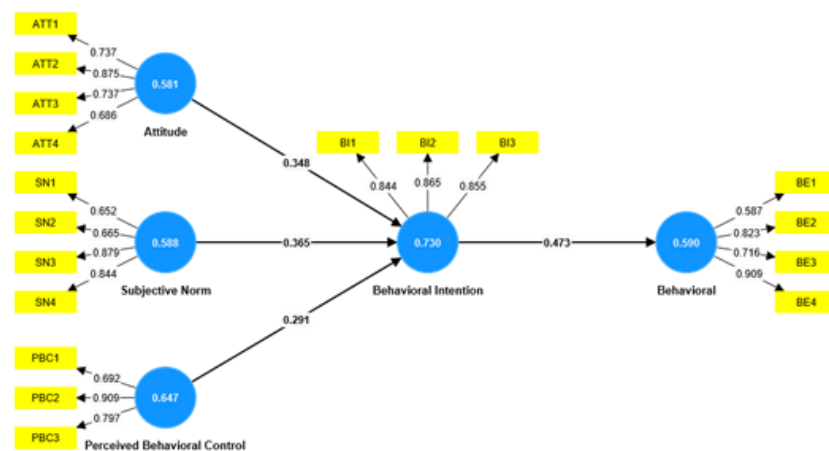

Figure 4. Measurement Model

Based from Figure 4. it is evident that several indicators have loading factor values that do not correspond or are below 0.7 such as indicator ATT4 = 0.686, BE1 = 0.587, PBC1 = 0.692, SN1 = 0.652, and

SN2 = 0.665. These indicators must be removed from the path diagram, then the PLS Algorithm must be rerun so that there are no more indicators that score below 0.7. The final results of the calculation looks like in Figure 5. Loading Factors showed In Table 4.
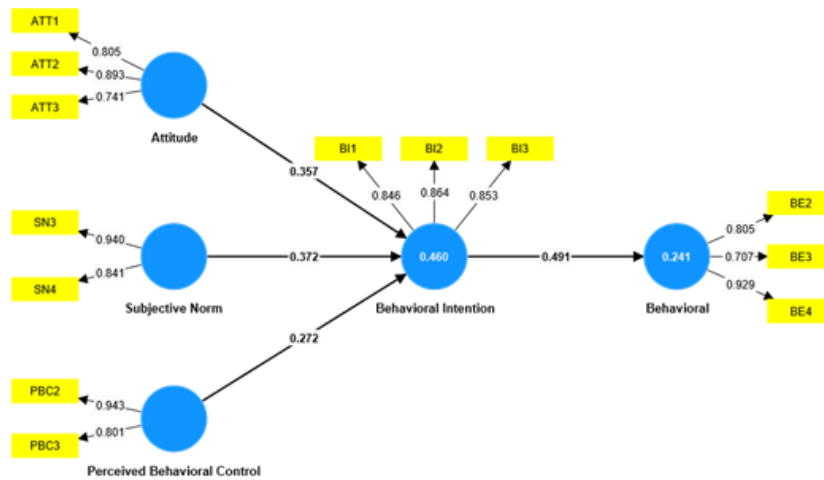

Figure 5. Measurement Model After Elimination

Table 4. Loading Factors

Variable	Question Items	Loading Factors	Information
Attitude	ATT1	0.805	Valid
	ATT2	0.893	Valid
	ATT3	0.741	Valid
Behavior	BE2	0.805	Valid
	BE3	0.707	Valid
	BE4	0.929	Valid
Behavioral Intention	BI1	0.846	Valid
	BI2	0.864	Valid
	BI3	0.853	Valid
Perceived Behavioral Control	PBC2	0.943	Valid
	PBC3	0.801	Valid
Subjective Norm	SN3	0.940	Valid
	SN4	0.841	Valid

Based on the information provided in Table 4 it can be concluded that all loading factor values for all variables are > 0.7 so that they can be declared valid and reliable and can proceed to further testing. The second step in the convergent validity test is to evaluate the AVE value on each statement instrument from the indicators used in the research. AVE Value showed in Table 5.

Table 5. AVE Value

Variable	AVE	Information
Attitude	0.665	Valid
Behavior	0.730	Valid
Behavioral Intention	0.670	Valid
Perceived Behavioral Control	0.765	Valid
Subjective Norm	0.795	Valid

Based on the data of AVE scores in table 5, the lowest AVE score is found in the attitude variable, which is 0.665. Due to the fact that every AVE variable in this study has a value more than 0.5, the AVE value of the data processing results has satisfied the conditions for convergent validit. Discriminant validity needs to be tested at the indicator level and construct level. Testing at the indicator level is cross loading and testing at the construct level is the correlation between latent constructs (Santosa, 2018). Cross Loading showed in Table 6.

Table 6. Cross Loading

Variable	Attitude	Behavior	Behavioral Intention	Perceived Behavioral Control	Subjective Norm
ATT1	**0.805**	0.346	0.347	0.293	0.111
ATT2	**0.893**	0.291	0.586	0.150	0.304
ATT3	**0.741**	0.168	0.312	0.385	0.238
BE2	0.277	**0.805**	0.306	0.370	-0.142
BE3	0.161	**0.707**	0.256	-0.218	-0.042
BE4	0.337	**0.929**	0.548	0.045	0.263
BI1	0.493	0.478	**0.846**	0.208	0.378
BI2	0.490	0.326	**0.864**	0.234	0.450
BI3	0.412	0.446	**0.853**	0.462	0.345
PBC2	0.297	0.010	0.377	**0.943**	-0.019
PBC3	0.214	0.200	0.210	**0.801**	-0.119
SN3	0.282	0.022	0.479	0.055	**0.940**
SN4	0.208	0.190	0.303	-0.231	**0.841**

Based on the information provided in Table 6, it can be concluded that the cross loading value of all indicators on their variables is greater than the outer loading value of these indicators on other variables. The cross loading value that is greater than the outer loading can be seen in the column that reads in bold. Where all ATT, BE, BI, PBC, and SN indicators already have a cross loading value> 0.7. Consequently, this model satisfies the conditions for discriminant validity. The next step is to look at correlations at the construct or variable level. Discriminant validity is tested by by contrasting a variable's association with other variables with its root AVE value. The root value of AVE for each variable must be exceed than the correlation of a variable with other variables (Santoso et al., 2018b). The following are the results of the correlation between latent constructs shown in Table 7.

Table 7. Correlation Between Laten Construct

Variable	ATT	BE	BI	PBC	SN
ATT	**0.815**				
BE	0.332	**0.819**			
BI	0.543	0.491	**0.854**		
PBC	0.299	0.088	0.356	**0.875**	
SN	0.281	0.096	0.456	-0.062	**0.892**

Based on Table 7, Each variable's root AVE value is greater than its correlation with other variables. Further AVE root information can be seen in the column with the table text. Thus, based on the AVE roots value, this model has eliminated discriminant validity. Cronbach's Alpha and Composite Reliability values are calculated in order to conduct the reliability test. When the value of Cronbach's Alpha is more than 0.6, it is considered reliable. Composite Reliability can be said to be satisfactory if it has a value> 0.7(Santoso et al., 2018b). There will be two stages to this reliability test: calculating the composite reliability value and obtaining a Cronbach's alpha value with an acceptable value of more than 0.7(Rahmawati et al., 2023). Cronbach's Alpha Value showed in Table 8.

Table 8. Cronbach's Alpha Value

Variable	Cronbach's Alpha	Information
Attitude	0.759	Valid
Behavior	0.762	Valid
Behavioral Intention	0.815	Valid
Perceived Behavioral Control	0.714	Valid
Subjective Norm	0.754	Valid

Table 8 shows that every variable has a Cronbach's aplha value greater than 0.7. Thus, it may be said that every variable satisfies the dependability standards needed to carry out the analysis that follows. Composite Reliability Value showed in Table 9.

Table 9. Composite Reliability Value

Variable	Composite Reliability	Information
Attitude	0.865	Valid
Behavior	0.933	Valid
Behavioral Intention	0.816	Valid
Perceived Behavioral Control	0.86	Valid
Subjective Norm	0.867	Valid

Table 9 shows that all variables have Composite Relaibility values greater than 0.7. So that it can be concluded that all variables have met the reliability requirements. The purpose of the structural model evaluation is to ascertain how latent variables relate to one another (Maharani et al., 2022). Evaluation of the structural model is seen from the R-Square and Path Coefficient values. The following in Figure 6 is the result of running Bootstrapping which produces a structural model.
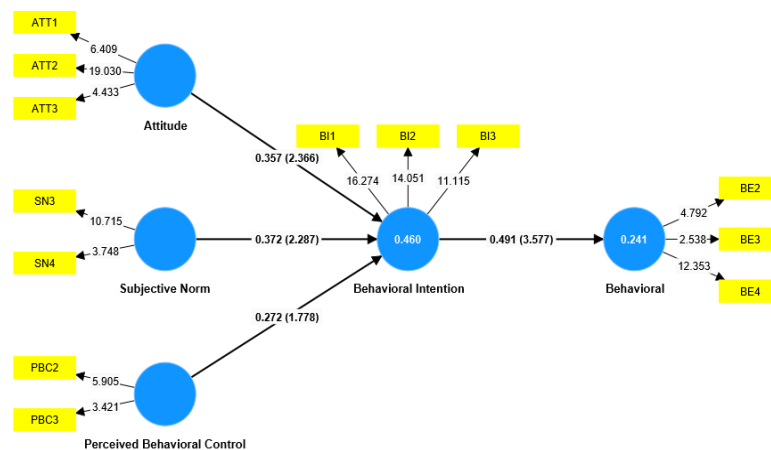

Figure 6. Structural Model

R-Square or R^2 has a function to measure the variation in changes in the independent variable on the dependent variable (Maharani et al., 2022). R-Square illustrates the path model's capacity for prediction and is a clue as to how well the model fits the data obtained (Santoso et al., 2018). R-Square shows the predictive power of the path model and is a clue as to how well the model fits the data obtained (Santoso et al., 2018). R-Square is grouped into three categories of meaning, namely strong (0.67), moderate (0.33) and weak (0.19) (Chin W.W, 1998). Based on Table 10, it can be concluded that the behavior variable has a value of 0.241, which is 24.1%. This indicates that the behavioral intention variable influences behavior by 24.1%. Its 24.1% rating indicates that its effect is minimal. Moreover, the behavioral intention's r-square value is 0.460, or 46%. This indicates that the effect of subjective norm, perceived behavioral control, and attitude factors on behavioral intention is 46%. With a 46% value, it has a moderate to moderately significant impact. The standardized value of the path coefficient ranges from -1 to +1. A route coefficient value of +1 signifies a highly significant positive correlation between the variables under investigation. A number around -1 denotes a highly negative correlation (Santoso et al., 2018b). Path Coefficient and T-Statistic showed in Table 10.

Table 10. Path Coefficient and T-Statistic

Hypothesis	Relation	Path Coefficient	T-Statistic	T-table
H1	ATT -> BI	0.357	2.366	
H2	BI -> BE	0.491	3.577	2.045
H3	SN -> BI	0.372	2.287	
H4	PBC -> BI	0.272	1.778	

In this study, all path coefficients from hypotheses H1 to H4 have a positive impact on each variable value, resulting in a very strong positive relationship from the variables being correlated. Based on Figure 6, there is also a t-statistic relationship value between variables. T-Statistic compares the t-statistic value with the T-table value to ascertain whether or not the association between the variables is significant. The hypothesis is accepted if the T-Statistic value is greater than the t-table value(Santoso et

al., 2018b). In this study, the t-table used for the value of df = 29 with a confidence level of 95% (α = 5%) and a two-way test is > 2.045. The recapitulation of the hypothesis results showed in Table 11.

Table 11. Hypothesis Result

Hypothesis	Relation	Description	Result
H1	ATT -> BI	Positif Significant	Accepted
H2	BI -> BE	Positif Significant	Accepted
H3	SN -> BI	Positif Significant	Accepted
H4	PBC -> BI	Positif Ingnificant	Rejected

Discussion

At the 0.05 level, the path coefficient result of the ATT variable on the BI variable is 0.357, indicating a significant and positive influence. shown by to> tα, or 2.366> 2.045. Consequently, it may be said that hypothesis 1 (H1) is accepted. The ATT variable has a coefficient value of 0.357, indicating a positive effect of 35.7% on the BI variable. According to this study, higher attitude levels correspond to higher behavioral intention levels. Conversely, a lower attitude level corresponds to a lesser behavioral aim. So, the greater the level of attitude (feeling happy users in using the SAP application), the greater the level of behavioral intention (intention / interest in using SAP) to support work. So, attitude has a positive and significant effect on behavioral intention to use SAP applications. This is supported by previous research by (Dewi et al., 2017) where the more positive attitude in using information technology, the greater the behavioral intention (interest) to use information technology. Research carried out by (Gozali & Gozali, 2020) also indicates that attitudes towards behavior have a positive effect on behavioral interest in using e-learning in accounting students at Jember University. A sense of liking and interest in using SAP can also be influenced by the duration of the SAP user's work. It is proven that 50% of SAP users have worked for> 10 years and 20% of users have worked for 6-9 years, so the knowledge gained is sufficient in operating SAP. Attitudes can influence a person's behavioral intentions to use SAP software positively. A positive attitude towards SAP can encourage someone to be more inclined to use the software with strong intention. If someone has a positive attitude towards the benefits and value of using SAP software, they tend to have a stronger intention to use it (Aprsiansyah et al., 2020). This can include time savings, increased efficiency, data accuracy, and ease of business processes. A positive attitude towards the ease of use of SAP software can increase the intention to use it. If someone believes that using SAP will not be difficult or excessively time-consuming, they will be more likely to accept and adopt the software. Individuals' perceptions about whether the people around them support or approve of using SAP can also influence their intention to use it. If they feel the norm in the workplace is to use SAP and it is seen as a good thing, they are more likely to have positive intentions to use the software.

Previous experience in using SAP software can also influence a person's attitudes and intentions to use the software in the future. If someone has a positive experience, they will be more likely to have a positive attitude and a strong intention to continue using the software (Mahmud et al., 2017). A person's attitude can also be influenced by the availability of resources and support needed to use SAP software. If someone feels that they have access to adequate training, technical support, and other resources necessary to use SAP, they will be more likely to have a positive attitude and strong intention to use it. At the 0.05 level, the path coefficient result of the BI variable on the BE variable is 0.491, indicating a significant and positive influence. Established by to> tα, that is, 3.577> 2.045. Therefore, it may be said that hypothesis 2 (H2) is accepted. There is a 49% positive effect on the BE variable, according to the BI variable coefficient of 0.491. According to this study, higher behavioral intention levels correspond to higher behavioral levels. Conversely, smaller behaviors are associated with lower levels of behavioral intention. So, the greater the level of someone's intention in using the SAP application, the greater the level of behavior of someone in using the SAP application. This is in line with (Al-Jabri & Roztocki, 2015) theory that everything that is done by someone comes from intention. If someone has the intention of doing behavior, then someone tends to do that behavior. Vice versa, if someone does not have the intention to do a behavior, then someone tends not to do the behavior. This is also aligned with the research of (Mullins & Cronan, 2021) which results in perceived behavioral intention having a positive and significant effect on behaviour. Individual interest in using SAP can also be influenced by the duration of using SAP. Proven by 100% of SAP users or all respondents use SAP more than 10 times a month so that

the intensity of using SAP is quite high and can find out how long each individual uses SAP.Behavioral intentions play an important role in positively influencing SAP software usage behavior. When someone has a strong intention to use the software, they are likely to take actions that support its use. If someone has a strong intention to use SAP software, they will be more motivated to learn how to use it well. A strong intent will drive them to invest time and effort in understanding the software's functionality and how to optimally utilize it in their work. When someone has a strong intention to use SAP, they are more likely to persist against obstacles or obstacles that may arise in the process of using it. They may become more persistent in overcoming technical challenges or obstacles that arise during use of the software. A strong intention to use SAP software can result in more consistent usage behavior over time. Users will be more likely to use the software regularly and integrate it into their work routine (Amoako-Gyampah & Salam, 2024). A strong intention to use SAP can also encourage users to look for new ways to utilize the software. They may be more open to trying new features or developing creative solutions to their business problems using SAP. A strong intention to use SAP software can also have a domino effect in an organization, where the positive behavior of one user can influence other users to adopt the software more actively.

At the 0.05 level, the path coefficient result of the SN variable on the BI variable is 0.372, indicating a significant and positive influence. Proven by 2.287> 2.045, or to> tα. Therefore, it may be said that hypothesis number three (H3) is accepted. With a value of 0.372 for the SN variable coefficient, the BI variable is positively influenced by 37%. In this study, a higher degree of behavioral intention corresponds with a higher level of subjective norm. Conversely, a smaller behavioral purpose corresponds to a lower degree of subjective norm. The study's subjective norm is the impact of others on participants' opinions on using SAP, while the study's behavioral aim is an interest in utilizing SAP. Accordingly, the more a person's environment influences their own opinions on adopting SAP, the more interested they are in doing so. This is in line with the more a person perceives social influence to perform a behavior, a person will tend to feel social pressure to perform that behavior (Kasdim et al., 2022). Vice versa, the more someone perceives that social influence not to do behavior, then someone will tend to feel social pressure not to do that behavior. This is also in line with the research of (Alwahidin & Muin, n.d.) which results in perceived behavioral control having a positive and significant effect on behavioral intentions. behavior.

Indeed, subjective norms play an important role in influencing a person's behavioral intention to use SAP software positively. Subjective norms refer to an individual's perception of the extent to which people around them support or approve of their use of the software. If someone feels that their coworkers support their use of SAP software, they tend to have more positive intentions to use it. This can happen through sharing positive experiences, providing help or support in using the software, or by demonstrating use of the software as the norm within the team or department. The attitudes and opinions of superiors can also influence a person's subjective norms regarding the use of SAP software. If superiors provide support and emphasize the importance of using the software, this can create positive norms that encourage users to adopt the software more actively. If someone feels that using SAP software supports the overall goals and interests of the organization, they are likely to have more positive intentions to use it. This can happen if the organization provides a clear explanation of how the use of the software will increase efficiency, productivity, or achieve other business goals.

Apart from colleagues and superiors, perceptions of the use of SAP software by other users in the organization can also influence a person's subjective norms. If someone sees that use of the software is common among their peers and is perceived as a positive thing, this may strengthen their subjective norms for using the software. An organizational culture that promotes collaboration, learning, and innovation can also create subjective norms that support the use of SAP software. If organizations encourage adaptation to new technologies and reward efforts to improve efficiency and quality of work through the use of SAP software, this will establish norms that support the use of such software. Based on the table, it is clear that the PBC path coefficient on BI of 0.272 shows a reciprocal link and has a positive but small influence since 1.778 < 2.045, or < tα. Therefore, it may be said that hypothesis 4 (H4) is not rejcted. With a value of 0.272, the perceived behavioral control variable coefficient has a 27% positive impact on BI. According to this study, there will be a positive correlation between behavior intention and perceived behavioral control. Conversely, poor behavioral intention or low intention to utilize SAP result from low perceived behavioral control. This study's definition of perceived behavioral control relates to utilizing SAP. Increasing the intention (behavioral intention) of SAP users to use SAP is required since the results indicate an insignificant link. One way is to carry out SAP training. This is supported based on the respondent demographic table, where as many as 24 out of 30 respondents or as many as 80% of users have never attended training. It can be seen that the number of users who have not attended SAP training is greater than users who have attended SAP training. So, taking part in SAP training can be an individual encouragement in increasing intention (behavioral intention) in using technology, because the higher

someone feels the ease of using an information technology, the higher someone's intention to use that technology. Perceptions about the availability of support and resources required to use SAP software also play an important role in perceived behavioral control. If someone believes they can easily get the technical help, training, or additional information they need to use the software, they tend to have more positive intentions to do so. Factors in the work environment, such as organizational policies, work culture, and supervisor support, can influence individuals' perceptions of their behavioral control regarding the use of SAP software. If the work environment supports the use of the software and provides incentives or encouragement to use it, this will strengthen the individual's positive intentions to adopt it (Layongan et al., 2022; Zulaikah et al., 2023). Previous experience using similar technology or software may also influence perceived behavioral control. If someone has a positive experience in adopting and using other software, they tend to have more confidence in dealing with SAP software and have more positive intentions to use it. Individual beliefs about the benefits they will get from using SAP software also influence perceived behavioral control. If someone believes that using the software will add value to their work, increase efficiency, or help achieve their goals, they are likely to have more positive intentions to use it.

4. CONCLUSION

The evaluation results obtained in this study are the attitude and subjective norms variables affect the behavioral intention variable, and the behavioral intention variable has an influence on the behavior variable. Meanwhile, the perceived behavioral control variable has no influence on behavioral intention in the use of SAP software at PT XYZ. Behavioural intention is positively and significantly impacted by attitude. This indicates that an individual's interest in using SAP applications is positively correlated with their level of interest in using SAP applications, as well as with how fascinating their experience using SAP apps was and how well they were accepted. A positive impact of behavioral intention on behavior is seen. The more a person utilizes the SAP program to fulfill their job requirements, the more interested they are in utilizing it. Behavioral intention is positively and significantly impacted by subjective norm. The more social pressure a someone experiences from coworkers or the workplace, the more interested they are in adopting SAP programs. There is a reciprocal link between behavioral intention and perceived behavioral control.

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