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Technology Readiness Index (TRI) for Measurement of User Readiness in ERP Implementation in the Marketing Department

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Abstract -*Customer Relationship Management is part of the ERP System as one of the company's strategies to know and understand consumers as well as an approach that views consumers as the core of the company's business and success. PT. Selaras Hutama Mandiri (SHM) needs to analyze the readiness of Customer Relationship Management users with the aim of preventing failures during the implementation process which will have an impact on the company's business processes. By looking at the existing Human Resources, they are still unfamiliar with the use of technology, so it is feared that the technology to be adapted cannot be used by existing human resources. The method used is the Technology Readiness Index which refers to the tendency of users to adopt and use new technology in the work environment with the variables Optimism, Innovation, Discomfort and Insecurity. The results obtained that the independent variable that has an influence on the readiness of Customer Relationship Management users in operating or using Customer Relationship Management is the innovation variable with a value of sig .001 < from probability 0.05 and the t test has t count > t table, namely 5.916 < 2.365. Other independent variables Optimism, Discomfort and Insecurity did not affect users in operating or using Customer Relationship Management. Meanwhile, the independent variable simultaneously influences the dependent variable on the readiness of the Customer Relationship Management (Technology Readiness) users. So that the company' s concerns with the readiness and ability of employees to use technology can be overcome by an analysis using the Technology Readiness Index method that they are ready to use Customer Relationship Management. It is very important to analyze user readiness so that the technology applied to the company's business processes can be appropriate, meaning that technology implementation is not only a trend but in accordance with company needs.*

Keywords: *ERP, CRM, TRI, User Readiness.*

1. PRELIMINARY

ERP System is designed to integrate the main functional areas of the company/organization's business processes into a more integrated system[1][2][3]. With the support of information technology in the company, it is expected to increase the effectiveness and efficiency of business processes. ERP System aims to improve performance or assist companies in managing and as effectively as possible the use of resources (material, human resources, finance, marketing, purchasing and other fields) by providing integrated solutions to manage the information needed by the company.[4][5]. ERP System provides many advantages, but in fact ERP System has a level of difficulty, costs are more expensive, the implementation process is very complicated and impractical. So that in the implementation process, failure may occur if the company/organization does not consider various internal or external factors[6][1]. To avoid these failures, companies need to analyze in advance regarding the implementation of the technology[7].

PT. Selaras Hutama Mandiri (SHM), is a company engaged in the distributor of motor oil and spare parts. To be able to compete with competitors, PT. SHM seeks to utilize technology to support its business processes. Accuracy, speed and integration between parts are required to support the successful application of technology in PT. SHM. The marketing process at PT. SHM plays a very important role.Includes product planning and manufacture, promoting the product and the efforts made to ensure the product reaches consumers and satisfies consumers[8][9][10]. However, Human Resources (HR) at PT. SHM can be said to be still unfamiliar with the use of technology, the previous culture which tends to use conventional methods is one of the obstacles in implementing technology. Considering in the era of increasing industrial competition, PT. SHM must design the right strategy to further introduce PT. SHM to a wider market share as well as a strategy to compete with other similar businesses.

Customer Relationship Management(CRM) is one of the company's strategies to know and understand consumers as well as an approach that views that consumers are the core of the business and the company's success depends on how the company is able to manage good relationships with consumers.[11][12][10]. ERP focuses on managing the business as a whole, while CRM focuses on managing customers. There are many advantages when PT. SHM implements CRM in its business processes. However, measurement of readiness is

needed before implementing Customer Relationship Management (CRM). Aims to prevent failure during the implementation process which will have an impact on the company's business processes. High implementation costs will be meaningless if the user is not able to use or manage the technology. PT. SHM requires proper analysis before utilizing a technology in its business processes, with the aim of seeing the extent to which its human resources are able to use the technology in this case CRM.

Technology Readiness(TR)refers to the tendency of users to adopt and use new technologies in the work environment[13]. While the Technology Readiness Index (TRI) is an index to measure the readiness of users to new technologies[14][15]. With four (4) variables, namely Optimism (General Trust), Innovativeness (Tendency to experiment), Discomfort (Lack of control over technology) and Inscutity (Belief).[14][16]. The TRI method is used by Fath Muhammad Dzulkifli et al to measure the user's readiness to use Lective (online-based Learning Tool) with four variables: Optimism, Innovation, Discomfort and User Insecurity have no effect on Lective[13]. Angraini and Dedet Suyadi also described the level of readiness for technology implementation for the implementation of E-Leraning at UIN Suska Riau. By using the index criteria that have been set, the value of the level of readiness for the implementation of E-Learning gets the results of Not Ready, which means that it requires preparation of several aspects to achieve the success of implementing E-Learning.[17].Measurement of user readiness using the TRI method is needed by PT. SHM if later it will implement CRM in business processes. Measurement of user readiness aims to prevent failure during the implementation process which will later have an impact on PT. SHM's business processes.

2. LITERATURE REVIEW

2. 1 Enterprise Resource Planning (ERP)

A computer-based system designed to process organizational transactions and facilitate integrated and real-time planning, production, and customer response. Core software used by companies to integrate and coordinate information in every area of the business. An integrated information system technology used by world-class manufacturers to improve company performance. ERM/ERP is a system, both as a planning system, as well as an information system[1][2][3]. ERP System aims to improve performance or assist companies in managing and as effectively as possible the use of resources (material, human resources, finance, marketing, purchasing and other fields) by providing integrated solutions to manage the information needed by the company.[4][5].

2. 2 *Customer Relationship Management*(CRM)

It is one of the company's strategies to know and understand consumers as well as an approach that views that consumers are the core of the business and the success of the company depends on how the company is able to manage good relationships with consumers. The way SHM works can be broadly divided into seven (70) steps, namely creating a communication circle,*Customer Profiling*, Using data, Customer want & need, Developing potential customers, Customer knowledge and how the company continuously uses that knowledge[10][11].

2. 3 *Technology Readiness Index*(TRI)

An index to measure users' readiness for new technologies to achieve goals in daily life or work[14][15]. With four (4) variables, namely Optimism (General Trust), Innovativeness (Tendency to experiment), Discomfort (Lack of control over technology) and Inscutity (Belief).[14][15]. These variables will be tested using various kinds of statistical analysis, one of which is the Statistical Program for Social Science (SPSS).

3. RESEARCH METHODS

3. 1 Research Concept

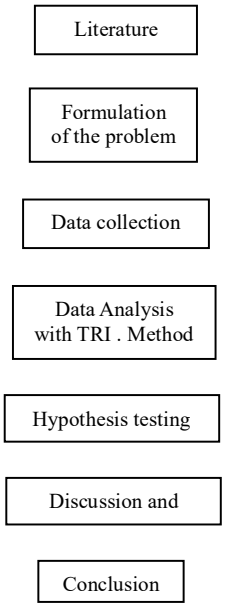

Figure 1. Research Concept

Based on the picture above, the research starts from a literature study where the researcher reads some literature to find theoretical references that are relevant to the cases or problems found. At the problem formulation stage based on the data obtained in the previous stage, namely how to measure the level of user readiness for CRM technology that will be adopted by PT. SHM uses the method*Technology Readiness Index*(TRI). At this stage of data collection is done through observation, literature study, interviews, documentation and questionnaires. The data that has been obtained in the previous stage will be analyzed using the TRI method. Questionnaires

that have been filled in by PT. SHM employees will be collected and processed using SPSS, the results obtained will be used as a conclusion which can later be used as a reference for the company to take the next steps related to the company's strategic IT planning, especially those related to CRM.

3. 2 Hypothesis Formulation

Hypothesis testing was conducted to assess the variables. The hypothesis used to assess each variable can be seen in the image below:

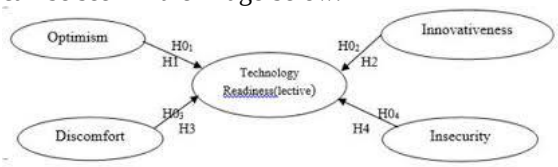

Figure 2. Research Hypothesis

The explanation of Figure 2 can be seen in the table below:

Table 1. Research Hypothesis

No	Hypothesis
H01	Optimism has no positive relationship and does not significantly affect technology readiness.
H1	Optimism has a positive relationship and has a significant effect on technology readiness.
H02	Innovativeness does not have a positive relationship and does not significantly affect technology readiness.
H2	Innovativeness has a positive relationship and has a significant effect on technology readiness
H03	*Discomfort*does not have a positive relationship and does not significantly affect technology readiness.
H3	*Discomfort*has a positive relationship and has a significant effect on technology readiness.
H04	*Insecurity*does not have a positive relationship and does not significantly affect technology readiness.
H4	*Insecurity*has a positive relationship and has a significant effect on technology readiness.

3. 3 Research Instruments

List of measurement questions based on Parasuraman questionnaire:

Table 2. List of Questionnaire Questions

No	Optimism (Optimism)
1	CRM is easy to use
2	CRM service is convenient to use
3	I prefer to use CRM because CRM is a more advanced technology
4	I like to use CRM features and tools that can be tailored to my needs
5	CRM makes me more efficient at planning sales
6	CRM gives me more freedom in my activities
7	By learning CRM, I'm not left behind
8	I feel confident that CRM will follow my instructions
Innovation (Innovativeness)	
9	Many coworkers come to me asking for opinions on CRM
10	My coworkers learn more about CRM than me
11	I was the first to know about CRM than any other coworker.
12	I can keep up with the latest CRM developments and services without help from others
13	I enjoy the challenge of finding out about the latest CRM features
14	I feel capable and have no problems using CRM
Discomfort	
15	I feel the available guides are not helping me
16	Sometimes I think CRM complicates my work
17	Guidance on using CRM is difficult to understand
18	Sometimes I feel taken advantage of by other coworkers who understand more about CRM
19	I prefer a CRM with a simple design with lots of features over an attractive design but few features
20	It's embarrassing for me when I have a problem with CRM and other coworkers find out
21	I am not comfortable using CRM for fear of compromising my health and safety
22	CRM makes it too easy for companies to track other people's activities
23	CRM is too difficult to use
Insecurity	
24	I feel insecure if the data I save can be seen by others
25	I feel insecure if the data that I create can be changed by others without my permission
26	I'm worried if the information I received is invalid
27	I feel worried if the information or data I need is not available
28	I feel worried if there are obstacles in receiving information
29	I'm worried if CRM can't be accessed/used
30	I'm worried that the data I store in CRM may be lost or deleted
31	When making sales plans I prefer to use the manual method compared to using CRM
32	All data that I have created I have to print to avoid data lost or server down when I need it.

3. 4 Data collection technique

This study uses a Likert scale. Likert scale is a scale used to measure attitudes, opinions and perceptions of a person or group of people about social phenomena[18][13]. The assessment of the research scale can be seen in the table below:

Table 3. Likert Skala scale

Answer	Score
Strongly agree	4
Agree	3
Don't agree	2

Strongly Disagree	1

4. RESULTS AND DISCUSSION

4. 1 Respondent Description

Respondents in this study amounted to 12 people, all of whom are employees who use or operate CRM at PT. SHM Indonesia. Based on the number of respondents, it can be seen that for the last education, D3 = 4 respondents and SMA = 8 respondents. Respondent profiles can be seen more clearly in the table below:

Table 4. Description of Respondents

Name	Age (Years)	Division/Section	Last education	Computer Experience
Arief Chandra	31-35	Head of Marketing	D3	>=8 Years
Adi Baskoro	36-40	Head of Public Relations	D3	>=8 Years
Widi	20-25	Marketing	SENIOR HIGH SCHOOL	2 years
Widya	20-25	Marketing	D3	6 years
Dika	26-30	Marketing	SENIOR HIGH SCHOOL	>=8 Years
Educate	26-30	Marketing	SENIOR HIGH SCHOOL	4 years
Dinda	20-25	PR	SENIOR HIGH SCHOOL	6 years
Sefudin	31-35	Marketing	SENIOR HIGH SCHOOL	6 years
Siska	26-30	PR	D3	>=8 Years
samsul	26-30	Marketing	SENIOR HIGH SCHOOL	>=8 Years
Suroto	31-35	Marketing	SENIOR HIGH SCHOOL	6 years
Yayan Hidayat	26-30	Marketing	SENIOR HIGH SCHOOL	6 years

4. 2 Questionnaire Validity and Reliability Test

Test the validity and reliability of the questionnaire is needed to ensure that the questionnaire used in the study is able to measure the research variables properly[19]and shows that the measured variable is really the variable to be studied. All tests are carried out with the help of SPSS to help researchers get research results that will make a conclusion

a. Validity test

The method used to test the validity is the Pearson Correlation Coefficient. The formula used is:

$$r_{xy} = \frac{N\Sigma xy_{-(\sum x)}(\sum y)}{\sqrt{(N\Sigma x^2 - (\sum x)^2(N\Sigma y^2 - (\Sigma y)^{2)}}}$$

Information :

- *r*: Pearson correlation coefficient
- N : the number of pairs of X and Y . values
- XY : the sum of the product of X values and Y values
- X : sum of X values
- Y : sum of Y values
- X2 : the sum of the squares of the value X
- Y2 : the sum of the squares of the Y values

In this study, the data is declared valid if it has a Pearson Correlation Coefficient (r count) greater than r table[13]. Or more specifically, the calculated r value obtained is used to compare with the r table so that from the comparison of the calculated r and r table it can be seen whether a question or instrument is valid or not.

- If r count is greater than r table then the question / instrument is valid, otherwise
- If r table is greater than r count, then the question / instrument is invalid or invalid

The calculated R is obtained from the validity test conducted per respondent in SPSS and the results obtained can be seen in table 5. R table is obtained from the formula:

Df= n-2
Df= 10-2
= 8

By looking at the table, at df or N 8 with a significance level of 5%, the r-table value is 0.576
The following are the results of the validity test of 10 respondents:

Table 5 Sample Validity Test Results

No Statement	r count	r table (α = 0.05)	Information
1	0.871	0.576	Valid
2	0.711	0.576	Valid
3	0.596	0.576	Valid
4	0.479	0.576	Invalid
5	0.864	0.576	Valid
6	0.800	0.576	Valid
7	0.887	0.576	Valid
8	0.596	0.576	Valid
9	0.555	0.576	Invalid
10	0.543	0.576	Invalid
11	0.348	0.576	Invalid
12	0.690	0.576	Valid
13	0.748	0.576	Valid
14	0.679	0.576	Valid
15	0.543	0.576	Invalid
16	0.593	0.576	Valid
17	0.579	0.576	Valid
18	0.663	0.576	Valid
19	0.586	0.576	Valid
20	0.619	0.576	Valid
21	0.58	0.576	Valid
22	0.735	0.576	Valid
23	0.544	0.576	Invalid
24	0.757	0.576	Valid
25	0.74	0.576	Valid
26	0.667	0.576	Valid
27	0.551	0.576	Invalid
28	0.479	0.576	Invalid
29	0.605	0.576	Valid
30	0.576	0.576	Valid
31	0.616	0.576	Valid
32	0.51	0.576	Invalid

Based on the correlation test, there are 9 invalid questions. Invalid questions cannot be used in the questionnaire. So the questions that can be used in the questionnaire can be seen in the table below:

Table 6. Questionnaire Statements After Validation Test

No	Optimism (Optimism)
1	CRM is easy to use
2	CRM service is convenient to use
3	I prefer to use CRM because CRM is a more advanced technology
4	CRM makes me more efficient at planning sales
5	CRM gives me more freedom in my activities
6	By learning CRM, I'm not left behind
7	I feel confident that CRM will follow my instructions
Innovation (Innovativeness)	
8	I can keep up with the latest CRM developments and services without help from others
9	I enjoy the challenge of finding out about the latest CRM features
10	I feel capable and have no problems using CRM
Discomfort	
11	Sometimes I think CRM complicates my work
12	Guidance on using CRM is difficult to understand
13	Sometimes I feel taken advantage of by other coworkers who understand more about CRM
14	I prefer a CRM with a simple design with lots of features over an attractive design but few features
15	It's embarrassing for me when I have a problem with CRM and other coworkers find out
16	I am not comfortable using CRM for fear of compromising my health and safety
17	CRM makes it too easy for companies to track other people's activities
Insecurity	
18	I feel insecure if the data I save can be seen by others

19	I feel insecure if the data that I create can be changed by others without my permission
20	I'm worried if the information I received is invalid
21	I'm worried if CRM can't be accessed/used
22	I'm worried that the data I store in CRM may be lost or deleted
23	When making sales plans I prefer to use the manual method compared to using CRM

b. Reliability Test

This is done to see the consistency of the data taken through the questionnaires that have been distributed. The method used is Cronbach's alpha with the test results seen from the coefficient of Cronbach's alpha using SPSS. The basis for the decision in the reliability test is to look at:

- If the value of Cronbach's alpha > 0.60 then the questionnaire or questionnaire is declared reliable or consistent.
- If the value of Cronbach's alpha < 0.60 then the questionnaire or questionnaire is declared unreliable or inconsistent.

The results of Cronbach's alpha coefficient can be seen in the table below:

Table 7. Reliability Test Results

Reliability Statistics

Cronbach's Alpha	N of Items
,683	23

Produced Cronbach's alpha value greater than r table that is 0.683 > 0.576 then the questionnaire is declared reliable and can be processed further data.

4. 3 Analysis and Results of Data Processing

There are 5 variables in this study, consisting of 4 independent variables, namelyOptimime (X1), Innovation (X2), Inconvenience (X3), insecurity (X4) and 1 dependent variable, namely user readiness (Y1).At this stage the data processing is divided into T test and F test. Hypothesis testing is also carried out on CRM users at PT. SHM Indonesia.

a. T Uji test

T test / partial test, is used to test whether there is an effect of each independent variable in this study, namelyOptimime (Optimism), Innovation (Innovativeness), Discomfort (Discomfort) and Insecurity (Insecurity) to the dependent variable, namely Technology Readines or user readiness*Customer Relationship Management*(CRM).

The basis for making decisions on the t test can be seen from the significance value and the comparison of the t value with the t table. Based on the Significance Value if:

1) Significance value (Sig) < 0.05 probability then there is an influence of the independent variable (X) on the dependent variable (Y) or the hypothesis is accepted.
2) The significance value (Sig) > 0.05 probability then there is no effect of the independent variable (X) on the dependent variable (Y) or the hypothesis is rejected.

While the comparison of the value of t count with t table if:

1) The value of t count > t table then there is an effect of the independent variable (X) on the dependent variable (Y) or the hypothesis is accepted.
2) The value of t count < t table, then there is no effect of the independent variable (X) on the dependent variable (Y) or the hypothesis is rejected.

The results of the T test can be seen in the table below:

Table 8. T . Test Results

Model	T	Sig
(Constant)	2,749	0.029
Optimism	-2.236	0.060
Innovation	5,916	.001
Inconveniences	-2,236	0.060
Insecurity	-1,323	,227

The results of table 8 are described as follows:

1) Hypothesis 1

Declare that the variableOptimism has a sig value of .060 > from a probability of 0.05. The t test has t count < t table, namely -2.236 < 2.365. So it can be concluded that H0 is accepted and H1 is rejected, which means that the optimism variable has no significant effect on the readiness of CRM (Technology Readiness) users.

2) Hypothesis 2

Declare that the variableInnovation has a sig value of 0.001 < from a probability of 0.05. The t test has t count > t table which is 5,916 < 2,365. So it can be concluded that H0 is rejected and H1 is accepted, which means that the innovation variable has a significant effect on the readiness of CRM (Technology Readiness) users.

3) Hypothesis 3

Stating that the discomfort variablehas a sig value of .060 > from a probability of 0.05. The t test has t count < t table, namely -2.236 < 2.365. So it can be concluded that H0 is accepted and H1 is rejected, which means that the variableinconveniencesdoes not significantly affect the readiness of CRM users (Technology Readiness).

4) Hypothesis 4

Declare that the variableinsecurity has a sig value of .227 > from a probability of 0.05. The t

test has t count < t table, namely -1.323 < 2.365. So it can be concluded that H0 is accepted and H1 is rejected, which means that the insecurity variable has no significant effect on the readiness of CRM users (Technology Readiness).

b. F Uji test

Aims to see how the influence of all independent variables together on the dependent variable. The basis for decision making in the F test can be seen from the significance value and the comparison of the calculated f value with the f table. Based on the Significance Value if:

1) The significance value (Sig) < 0.05 then the hypothesis is accepted. This means that the independent variable (X) simultaneously affects the dependent variable (Y).
2) The significance value (Sig) > 0.05 then the hypothesis is rejected. This means that the independent variable (X) simultaneously has no effect on the dependent variable (Y).

While the comparison of the value of t count with t table if:

1) The value of f arithmetic > f table then the hypothesis is accepted. This means that the independent variable (X) simultaneously affects the dependent variable (Y).
2) The value of f count < f table then the hypothesis is rejected. This means that the independent variable (X) simultaneously has no effect on the dependent variable (Y).

The results of the F test can be seen in the table below:

Table 9. F . Test Results

ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2,617	4	,654	15,264	,001b
	Residual	,300	7	.043		
	Total	2,917	11			

a. Dependent Variable: Y

b. Predictors: (Constant), X4, X1, X2, X3

Based on the significance value obtained 0.001 <0.05, it can be concluded that the hypothesis is accepted, the independent variableOptimism, innovation, discomfort, insecurity simultaneously affect the dependent variable of CRM user readiness (Technology Readiness). Based on the comparison of the calculated f value and f table obtained 15.264 > 4.12, it can be concluded that the hypothesis is accepted,independent variableOptimism, innovation, discomfort, insecurity simultaneously affect the dependent variable of CRM user readiness (Technology Readiness).

The results of this study, the independent variable that has an influence on the user's readiness to operate or use CRM is the innovation variable. Other independent variablesOptimism, Discomfort and Insecurity did not affect users inoperate or use CRM. Meanwhile, simultaneously the independent variableaffect the dependent variable CRM user readiness (Technology Readiness). The adoption of CRM is very necessary for companies, how do companies create or maintain good relationships with consumers and view that customers are the core of the business and the company's success is designed in CRM, where the components of CRM consist of customers, relationships (Relationship) and management. So it is necessary to analyze the readiness of users in this case employees at PT. SHM who use CRM with TRI(Technology Readiness Index).

5. CONCLUSION

This study obtained the results,independent variables that have an influence on user readinessCRM (Technology Readiness)in operating or using CRM is an innovation variable. Other independent variablesOptimism, Discomfort and Insecurity did not affect users inoperate or use CRM. Meanwhile, simultaneously the independent variableaffect the dependent variable CRM user readiness (Technology Readiness). Innovation has a high enough influence on the readiness of users to use a technology in this case CRM at PT. SH.M. Users, in this case employees of PT. SHM is able to know technological developments without help from others and feels able to use CRM. So that the company's concerns with the readiness and ability of employees to use technology can be overcome by an analysis using the TRI method that they are ready to use CRM. It is very important to analyze user readiness so that the technology applied to the company's business processes can be appropriate, meaning that technology implementation

is not only a trend but in accordance with company needs.

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