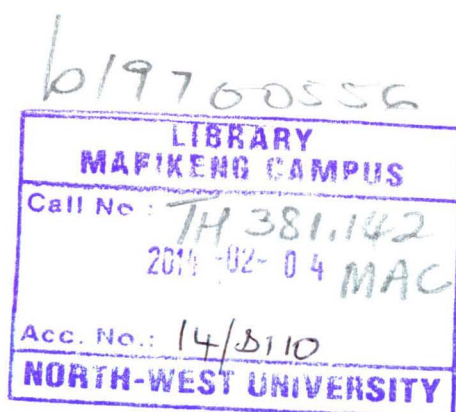


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#### **APPENDICES**

Appendix A: Covering letter from North West University

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## **EXECUTIVE SUMMARY**

The study was on investigating the adoption of e-commerce by organizations in Botswana. To fulfill the requirements of this study, a questionnaire was designed and distributed to a sample from the business community in Gaborone. An analysis was made on the findings using a statistical package.

Literature highlighted the fact that the adoption of e-commerce by organisations in western economies has resulted in huge returns in terms of profitability, efficiency, competitive edge and survival itself. Literature also showed that the Internet and the Web are the key infrastructure in adopting e-commerce. Adoption of e-commerce has the potential of bringing such benefits to economies in developing countries like Botswana. The researcher pointed out scant evidence of research on adoption of e-commerce in developing countries as the key motive for conducting this study.

The findings indicated that the adoption of e-commerce in Botswana is currently dominant in large organisations like banks, chain stores, and some government departments. Smaller organisations have adopted e-commerce on a lower level due to high costs of additional infrastructure required to fully utilize e-commerce applications like e-banking, customer relationship management, enterprise resource planning and shopping online. The findings also highlighted challenges faced by organisations in trying to adopt e-commerce. These include reluctance by management to reward and respect those who come up with e-commerce innovations, lack of financial support in investing in e-commerce infrastructure and flat reward systems which do not promote innovation in organisations.

Results from the findings pointed to some suggestions. These include the need for managers to take recognition of employees who are innovative in e-commerce technologies so that their input can be implemented for the benefits of the organisation as a whole.

Implementation of e-commerce has the potential to improve employee productivity. Financial institutions should assist smaller organisations with funds to invest in e-commerce infrastructure servers, like web design and hosting, and training of employees and continuous mentoring.

## **ABSTRACT**

This research is an investigation of the adoption of e-commerce by organisations in Botswana. E-commerce has the potential to uplift organisations in developing countries in terms of higher profits, increased productivity and efficiency in the way business is done. Organisations can also reach out to more customers and suppliers thereby increasing their geographical market without any physical expansion of their operations or increasing their workforces. Challenges abound in trying to adopt e-commerce applications and technologies by organisations in Botswana as the study will reveal.

**Key terms:** E-commerce, adoption, innovation.

# **CHAPTER 1**

## **1.1 Introduction**

To many people, the term “electronic commerce” means shopping on the part of the Internet called the World Wide Web (the Web). However, electronic commerce (or e-commerce) also includes many other activities, such as businesses trading with other businesses and internal processes that companies use to support their buying, selling, hiring, planning and other activities. Some people use the term electronic business (e-business) when they are talking about electronic commerce in this broader sense. For example, IBM defines electronic business as “the transformation of key business processes through the use of Internet technologies.” Most people use the terms electronic commerce and electronic business interchangeably (Schnieider, 2007:5).

There has been a significant research on electronic commerce, but majority of the studies have focused on the developed countries such as the United States of America, Canada and Western Europe (Garcia-Murillo, 2004). However most of the world’s population exists outside the borders of these countries (Uzoka, Seleka, and Shemi, 2006). Most researchers have put little emphasis on the adoption and diffusion of e-commerce in the developing economies. Further, it has to be noted that African nations are beginning to make progress towards adopting reforms that could help them embrace this new order (WEF 2002, Mabarika et al 2002, UNECA, 2004; WSIS, 2004; and Hamilton et al, 2004). Basically African countries tend not to have the same infrastructural facilities and support as developed west, which in fact are prerequisites for the order (Infinedo, 2005).

Developing countries cannot afford to stand by the sideline and watch as the rest of the world integrates into this network economy. Avgerou (1998), writes that “At the present, most developing countries are severely disadvantaged within a global economy which is increasingly more technology and information intensive: Unequal distribution of

resources, such as telecommunications and technical skills causes concern about the ability to participate in the emerging world economy.

Over the past decades or so strong forces of change have been reshaping the global business landscape (Kanter, 2000, Bettis & Hitt, 2005). As a result, today's business environment is fraught with uncertainty, diverse global players, rapid technological change, wide spread price wars and seemingly endless reorganization, all of which exert pressure on the business environment. In short the business environment is variable or volatile (Jorosi, 2006). This is not leaving out the organizations in Botswana out. Against this scenario, e-commerce has quickly assumed center stage as an extremely valuable resource (Drucker, 2003; Mintzberg, 2002). In this vein, e-commerce is seen as a strategic weapon for use by managers to adapt to the turbulent environment. As the business environment becomes more complex and dynamic, it becomes increasingly vital for top executives to monitor continuously the external environment to identify strategic threats and opportunities (Elsawy 2006; Milliken, 2003).

Through e-commerce, organizations are able to reactively and proactively adapt their organizations to environmental changes in order to survive and prosper. The objective of this study is to find out the level of adoption of e-commerce systems by marketing organizations in Botswana.

## **1.2 Problem statement**

The world is experiencing a tremendous change and growth in the area of e-commerce systems. Today, a new technology is challenging the fundamental basis of traditional marketing discipline. The internet is transforming not only the practice of marketing but the way we think about marketing. It is turning marketing on its head. Mass markets are being replaced by markets of one. Fixed product and service offerings those were the triumph of mass production are replaced by extensive and inexpensive customization (Jerry Wind and Vijay Mahajan, 2001).

The development of e-commerce is dependent on the development of websites as the websites are the main gateway to the internet for any type of e-commerce. The evolution of the number of www servers worldwide is a useful indicator of the growth of e-business and as at June 2004 there were over 107,433,103 websites worldwide (Domaintools, 2008). United States department of commerce data suggests a necessary precursor to the success of electronic commerce in active engagement of Internet activities by population at large (Gary, Grant, and Scott, 2004). Internet usage is well noticed in the developed countries such as USA, UK, Australia etc but not much impact in the developing nations and more so Third World Countries (UNCTAD, 2004)

The study looks at how organizations in Botswana adopt e-commerce. Botswana is one of developing countries in Africa with a fair degree of e-readiness (Uzoka, Shemi and Seleka, 2006). A recent study by (Ifinedo, 2005) shows that Botswana has an e-readiness of 2.47 on a scale of five points, only behind South Africa with 2.78 and higher than the African mean of 2.22. The Global Competitive Report (World Economic Forum, 2007) has placed Botswana as the 8<sup>th</sup> most competitive African economy. It is evident that in Botswana e-commerce systems have the potential to grow. Therefore organizations in Botswana have to open up for e-commerce systems to grow their businesses effectively and efficiently in delivering goods and services.

For organizations to stay competitive, they do not have to only identify information needs but also ensure that the information infrastructure provides the right support to serve the enterprise, its customers and supplier. If it does not do so then it runs the risk of being disconnected and excluded from future opportunities (Siriginid, 2000).

In the new business environment, it is essential to focus on changing customer needs and behaviour and on establishment of strong relationships with customers and other stake holders. Charles Schwab, one of the success stories of internet era, explains that their achievement "has been enabled by technology, not caused by it. He

went on to explain that, they have grown in the internet because they have looked at this dramatic new communication medium strategically, as a natural extension of their business (Schwab, 2007). The type of problems and issues that arise from adopting information system range from specific issues and problems that can come up during the adoption period to behavioural, procedural, political, and organizational changes, etc (Appleton,2003). This research will seek to find out problems encountered during and after adoption.

Marketing has a unique opportunity to lead the way in developing insight into heterogeneous cyber consumers and business to business to business customers, as well as marketing-driven valuation methods. Measures for e-business need to be based on the firm's success in engaging consumers and capturing their loyalty. In literature an amount of enough attention will be paid to the customer satisfaction. E-commerce in marketing may work for or against the efforts of customer satisfaction.

In addressing these issues a key task for a firm is the implementation of the adaptive experimentation philosophy. This should encourage the development of customer centric new business incubators to develop and launch innovative "out of the box" business that address emerging customer needs (Wind and Mahajan, 2001).

### **1.3 Hypothesis**

- E-commerce has a significant influence in innovation decision to be adopted.
- E-commerce will have a positive individual innovativeness to usage.
- E-commerce will have a rate of adoption, to grow.
- E-commerce will also perceive attributes upon which an innovation is judged.

#### **1.4 Research objective**

The primary objective of this study is to find out or establish:

1. The level of adoption of e-commerce by marketing organizations in Botswana.
2. What factors affecting the adoption of e-commerce by marketing organizations in Botswana.
3. The effect of e-commerce on employee productivity in marketing organization.
4. The level of customer satisfaction towards adoption of information system by marketing organizations

#### **1.5 Importance of the study**

E-commerce has made a great mark in Botswana's economy. In this vein e-business is seen as a strategic weapon for use by managers to adapt to the turbulent environment. As the business environment becomes more complex and dynamic, it becomes increasingly vital for top executive to monitor continuously the external environment to identify strategic threats and opportunities (Milliken, 2003).

Through the use of e-commerce top managers of firms are able to reactively and pro-actively adapt their organizations to environmental changes in order to survive and prosper.

#### **1.6 Research design**

There are different methods of data collection that can be used. In this study a quantitative method will be tried. Closed-ended questionnaires will be used. Closed-ended questionnaires take the form of multiple choice questions. This method is efficient in the sense that it encourages frank responses and guarantees anonymity. It also eliminates interviewer's bias and can be filled at the respondent's leisure time.

### **1.7 Measurement instruments and data analysis**

It is of high importance to measure and analyze the research. This will be done in the form of diagrams and charts. Questionnaires will be used as instrument in the study.

The analysis of case data depends heavily on the integrative powers of the researcher. Using multiple methods of data collection, however, offers the opportunity for triangulation and lends greater support to the researcher's conclusions. The key elements of data analysis are also critical to the written results of case research.

### **1.8 Nature and form of the result**

The results will be in the form of tables, figures and statements.

### **1.9 Facilities and special resources**

A digital camera will be used in taking the buildings pictures. A laptop is another requirement needed to in facilitating and storing information. An adequate amount of money will be needed for food, transport and stationary.

### **1.10 Plan of the study**

Chapter 1: Introduction

Chapter 2: literature review

Chapter 3: Research methodology

Chapter 4: Findings, Data Analysis and Discussions

Chapter 5: Recommendations and Conclusions

### **1.11 Conclusion**

This chapter introduced the problem statement, the aim of the research as well as the method in which the solution will be achieved. The subsequent chapters include the empirical study and addresses the different aspects of the problem as discussed in this chapter.

## **CHAPTER 2**

### **2.0 LITERATURE REVIEW**

#### **2.1 Introduction**

In literature extensive attention has been paid to the explanation of innovation adoption decision (Rogers, 2005). Since, an innovation is defined as “an idea, practice, or object that is perceived as new by an individual or other unit of adoption” (Rogers, 2005) the findings from the innovation adoption literature may also be useful when studying firms’ adoption of e-commerce.

The information age has not only increased the rate at which information is gathered, generated, calculated and communicated, but has triggered a chain reaction which has set new standards in every aspect of life and in every function of business. Business has fundamentally changed owing to the technology that now enables organizations to “know more and know faster” than their competitors.

#### **2.2 Diffusion of innovation theory as a model**

Ajzen (2001), states that an individual’s intention to adopt an innovation is determined by three factors, attitude subjective norms and perceived behavioural control. The diffusion of innovation theory mentioned by (Rogers, 2005) provides for five product or service categories that influence consumers’ acceptance of new products or service. The factors are relative advantage, compatibility, complexity, trialability and risk. Sathye (2007) stated that theory of planned behaviour has been successfully applied to various situations in predicting the performance of behaviour and intentions to use new software.

The decomposed theory uses constructs from the innovation literature (e.g. relative advantage, compatibility). It also explores subjective norms (e.g. social influence) and perceived behavioural control more completely by decomposing them into more specific dimensions (Tan and Theo, 2000). It provides a comprehensive way to understand how

an individual's attitude, subjective norms and perceived behavioural control can the customers intention to use the e-commerce. Ajzen (2005) asserts that adoption and diffusion of electronic commerce by an individual consumer determined by three factors. They are:

- i. Attitude, which describes a person's attitude towards using electronic commerce.
- ii. Subjective norms, which describe the social influence that may affect a person's intention to, use electronic commerce technologies. For an example if a friend uses it, one might also want to try it.
- iii. Perceived behavioural control. Previous study indicates that attitude plays a dominant role in the diffusion of innovation.

Attitude is defined as an individual's positive or negative feelings about performing target behaviour (Fishbein, and Ajzen, 2005).

The diffusion of innovations theory suggests that the different dimensions of attitudinal belief toward an innovation can be measured using the five perceived attributes, namely: relative advantage, compatibility, complexity, trialability and risk.

Tonatzky (2002) has found relative advantage to be an important factor in determining adoption of new innovations. In general, perceived relative advantage of an innovation is positively related to its rate of adoption (Rogers, 2005). However, an innovation is more likely to be adopted when it is compatible with an individual's job responsibility and value system. Previous research has also indicated that an innovation with substantial complexity requires more technical skills and needs greater implementation and operational efforts to increase its chances of adoption (Cooper and Zmud, 2000). Rogers argues that potential adopters who are allowed to experiment with innovation will feel more comfortable with the innovation and more likely to adopt it. In an organisation if people are given a chance to taste and use e-commerce they will be come comfortable and adopt it. Bauer (2000) and Ostlund (2003) have introduced risk as an additional dimension in

diffusion and adoption. A common and widely recognized obstacle to electronic commerce adoption has been the lack of security and privacy over the Internet (Shemi and Magembe, 2002). This does not go well in the minds of people and they perceive electronic commerce as a risky undertaking.

Literature on technology diffusion and planned behaviour stress their importance in behavioural factors, it is noted that these theories recognize the existence of other facilitating factors, which in most cases, are existent (especially in the developed countries). In the developing countries it is still lacking behind or not developed. The study will focus on the factors influencing adoption e-commerce in Botswana.

Organizations are increasingly hooking up to the global electronic market place, with developed countries in the lead (McKenna, 2006). A number of researches have been carried out on e-commerce adoption. However, most of the studies have focused on developed countries (Garcia-Murillo, 2004). Moreover, most technologies (including e-commerce) were developed in western countries that have different cultural, economic, social, political, technological and organisational backgrounds from those of developing countries (Kurnia n.d year). The fit between technology and its adopters affects the intention to adopt and success of adoption (Unhelker, 2003). Predictions point to a significant growth in e-commerce in developing the countries in the first decade of the twenty first century (McConnell, 2000). A number of developing countries in South America, Asia, and Africa are undergoing a number of economic changes such as deregulation and globalization. These, coupled with changes in industrial structures and increased competitive pressure have forced the developing countries to make concerted efforts towards connecting to the global market place (Tarafdar and Vaiday, 2004).

E-commerce development has been staged into three phases:

- 1) Readiness: This is the earliest stage of e-commerce development, which deals with the readiness of people,

business, infrastructure and the economy as a whole for e-commerce activities.

- 2) Intensity: This second stage deals with the intensity with which information and communications technologies are utilized within a country and the extent to which electronic commerce activities are undertaken.
- 3) Impact: This is the last of e-commerce development, at which time e-commerce begins to make impact on national economy and business activities in the country.

E-readiness is fundamental to the adoption of e-commerce. It represents the capability of nations to create, diffuse, adopt and use various components of the networked economy. The rankings of e-readiness survey have become an established benchmark for countries seeking to harness the Internet's potential to drive business efficiency, improve the provision of public services and encourage the integration of local economies with the global economy (Lane et al, 2004).

### **2.3 E-commerce adoption criteria**

Adoption of e-commerce refers to an organization's decision to start using an innovation. Based on the theories from technological innovation literature, this study develops an integrated model of e-commerce adoption in organizations. The model specifies contextual variables such as decision-maker characteristics, e-commerce characteristics, organizational characteristics and environmental characteristics as primary determinants of e-commerce in business.

Organization can obtain the needed information from internal data, marketing intelligence, and marketing research.

#### **2.3.1 Internal data**

Many companies build extensive internal database, electronic collection of information obtained from data sources within the company. Managers can readily access and work with information in the database to identify opportunities and problems, plan programs and

evaluate performance. Information in the database can come from many sources. The accounting department prepares financial statements and keeps detailed records of sales, costs, and cash flows (Armstrong and Kottler, 2003).

Internal database usually can be accessed more quickly and cheaply than other information sources, but they also present some problems. Because internal information was collection for other purposes, it may be incomplete or in the wrong form for making marketing decisions. The database information must be well integrated and readily accessible through user-friendly interfaces so that managers can find it easily and use it effectively (Armstrong and Kottler, 2003).

### **2.3.2 Marketing Intelligence**

This is a systematic collection and analysis of publicly available information about competitors and developments in the marketing environment. The goal of marketing intelligence is to improve strategic decision making, asses and track competitors' actions, and provide early warning of opportunities and threats (Armstrong and Kottler, 2003).

Competitive intelligence gathering has grown dramatically as more and more companies are now snooping on their competitors. Techniques range from quizzing the company's own employees and benchmarking competitors' products to researching the internet, lurking around industry trade shows, and rooting through rivals' trash bins.

With this marketing intelligence companies can also obtain important intelligence information from suppliers, resellers, and key customers. Or it can get good information by observing competitors.

The growing use of marketing intelligence raises a number of ethical issues. Although most of the preceding techniques are legal, and some are considered to be shrewdly competitive, some may involve questionable ethics. Clearly companies should take advantage of publicly available information. However they should not stoop to snoop. With all the legitimate intelligence sources now available, a

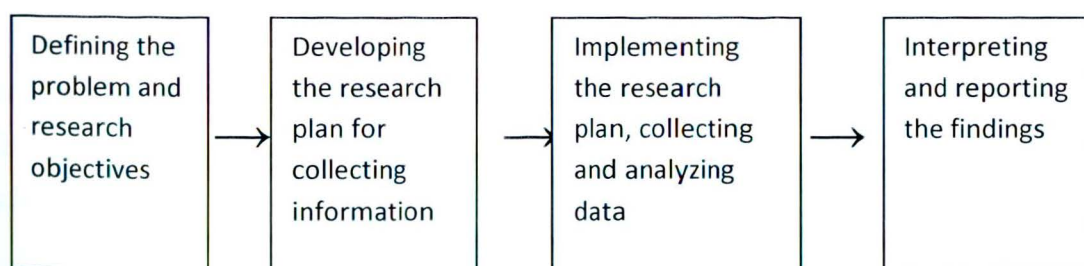
company does not have to break the law or accepted codes of ethics to get good intelligence (Armstrong and Kottler, 2003).

### **2.3.3 Marketing research**

In addition to information about competitor and environmental happenings, marketers often need formal studies of specific situations. For example, Toshiba wants to know how many and what kinds of people or companies will buy its new super-fast note book computer. In such situations, marketing intelligence will not provide the detailed information needed. Managers will need marketing research.

Marketing research is the systematic design, collection, analysis and reporting of data relevant to a specific marketing situation facing an organization. Companies use marketing research in a wide variety of situations. For example, marketing research can help marketers assess market potential and market share. Internal data, marketing intelligence and marketing research give proof that there is need for adoption of information system by marketing organizations.

The marketing research process has four steps as indicate in the below diagram (Armstrong and Kotler, 2003).



**Figure 2.1:** The marketing research process (Armstrong and Kotler, 2003).

Information gathered in internal databases and through marketing intelligence and marketing research usually requires more analysis.

And managers may need help to apply the information to their marketing problems and decisions. This help may include advanced statistical analysis to learn more about both the relationships within a set of data and their statistical reliability. Such analysis allows managers to go beyond means and standard deviations in the data and to answer questions about markets, marketing activities, and outcomes.

Information analysis might also involve a collection of analytical models that will help marketers make better decisions. Each model represents some real system, process or outcome. These models can answer the questions of what - if and which is the best. Marketing scientists have developed numerous models to help marketing managers make better marketing mix decisions, designs sales territories and sales call plans.

An adoption analysis approach (Farquhar and Surry, 2004) considers the process from the broader perspective of both user-perception and organization attributes, resulting in a plan for carrying out the adoption of technology that is rooted in an organizational context and addresses issues of concern to the intended user. Product and application design and development are also significantly influenced by this approach.

There is no single approach or process that may be sufficient to ensure successful innovation adoption. But clearly, internet and web based technology is individual-user based in application, and the adoption/diffusion process should start at that level. It should focus on the potential adopters and address their characteristics in the context of the environment in which they will be using the technology.

This study is on the adoption of electronic commerce by organisations in Botswana. As managers identify their industry value chain, they are finding that they can use electronic commerce and Internet technologies to reduce costs, reach new customers or suppliers, and create new ways of selling existing products. By examining elements of the value chain outside the individual business unit, managers can identify many business opportunities, including those that can be

exploited using e-commerce. The value chain process is a useful way to think about business strategy in general (Rayport and Jaworski, 2004).

Rayport and Jaworski (2004) further state that companies can use the principles of marketing strategy and the four Ps of marketing to achieve their goals for selling products and offering services on the Web. Some companies use a product-based marketing strategy and some use a customer-based strategy. The Web enables companies to mix these strategies and give customers a choice about which they prefer.

## **CHAPTER 3**

### **3.0 Research methodology**

#### **3.1 Introduction**

This chapter portrays the method of research and also of the study. It outlines steps pursued in ensuring the validity of the organizations and situational factors, in which measurement takes place and also the reliability of the measurement. The aim of the study as explicitly put in chapter one has guided this investigation. Chapter two, review of literature clearly shows the scope of e-commerce in organizations and what may be critical or key issues in adopting e-commerce. However, this study aims at empirically finding out what managers perceive as critical issues in adoption of e-commerce systems and finding recommendations as an endeavour of addressing these challenges.

#### **3.2 Method of research**

According to Wallace, (2003) research methodology is how it is going find out about the substantive aim of research. This explanation relates to all applicable tools used to obtain data. Since this research will be quantitative, it has been done under a certain frame work which includes instrumentation of the study which introduces the types of methods used to collect data, the population, sampling techniques and the sample, the research method, data collection method and statistical analysis. This chapter will discuss the above factors and show how data was dealt with.

#### **3.3 Instrumentation**

A questionnaire and semi-structured interview will be used in this study. A questionnaire will be used to get the views of employees and an interview will be used to get a deeper perspective of the information system in organizations. This will be more efficient in the sense that it encourages frank response and guarantees anonymity. It also eliminates interviewer's bias, and can be filled at the respondent's leisure time.

Questions in the questionnaire were structured in such a way that they matched the four hypotheses and research objectives cited in the first chapter. For example the third hypothesis “E-commerce will have a rate of adoption to grow” is covered by question 9 of the questionnaire which deals with diffusion of e-commerce applications.

### **3.4 The population and sampling**

The total population which will be questioned in this research will be 200 in 20 selected organizations in Gaborone. This will be in both non-governmental organizations and government.

### **3.5 Procedure data collection**

The decision is to utilize the survey questionnaire for this study. The main justification for using the questionnaires is the need to obtain responses from people, often a wide range of companies.

A covering letter explaining the purpose of the study, assuring anonymity of respondent and their organization and providing instructions on how and who should complete the questionnaire will be issued.

### **3.6 Criticism against the use of questionnaires**

Legotlo (2006) admits that there are criticisms levelled against the usage of questionnaires. The criticisms are as follows:

- Excessive non-response rates.
- Poorly constructed items.
- They deal with trivial information.
- Data from different questions are different to synthesize.

### **3.7 Summary**

A questionnaire will be the main data collection tool in investigating the adoption of electronic commerce by organisations in Botswana. Quantitative methods will be used to analyse the data, mainly in the form of frequency tables.

Chapter 4 focuses on data analysis and discussions.

## CHAPTER 4

### 4.1 Data analysis and discussions

In this chapter, a combination of frequency tables, bar graphs and factor analysis will be used to present the findings and discuss those findings. A statistical package SPSS version 16.0.1 was used for both the frequency tables and factor analysis. The presentation and discussions will first be focused on frequency tables.

Section 1 of the questionnaire extracted demographic and e-commerce adoption information from the respondents. The following is a question-by-question analysis of the findings:

**Table 4.1 Respondent's Age**

|                    | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------------|-----------|---------|---------------|--------------------|
| Valid Less than 25 | 4         | 1.8     | 1.8           | 1.8                |
| 25-39              | 171       | 77.7    | 77.7          | 79.5               |
| 40-60              | 45        | 20.5    | 20.5          | 100.0              |
| Total              | 220       | 100.0   | 100.0         |                    |

The above findings show that the majority (77.7%) of respondents were aged between 25 and 39 years of age. This was followed by 20.5% representing those aged 40 to 60 years of age and finally 1.8% aged less than 18 years.

**Table 4.2 Gender**

|                | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------|-----------|---------|---------------|--------------------|
| Valid Male     | 131       | 59.5    | 60.6          | 60.6               |
| Female         | 85        | 38.6    | 39.4          | 100.0              |
| Total          | 216       | 98.2    | 100.0         |                    |
| Missing System | 4         | 1.8     |               |                    |
| Total          | 220       | 100.0   |               |                    |

The above findings show that 59.5% of respondents were male and 38.6% were female. More males participated in the survey than females.

**Table 4.3 Type Of Organization**

|                    | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------------|-----------|---------|---------------|--------------------|
| Valid Agriculture  | 9         | 4.1     | 4.1           | 4.1                |
| Education          | 31        | 14.1    | 14.1          | 18.2               |
| Financial Services | 57        | 25.9    | 25.9          | 44.1               |
| Government         | 36        | 16.4    | 16.4          | 60.5               |
| Human Services     | 9         | 4.1     | 4.1           | 64.5               |
| ICT                | 8         | 3.6     | 3.6           | 68.2               |
| MA                 | 5         | 2.3     | 2.3           | 70.5               |
| Medical            | 8         | 3.6     | 3.6           | 74.1               |
| Mining             | 8         | 3.6     | 3.6           | 77.7               |
| Other              | 49        | 22.3    | 22.3          | 100.0              |
| Total              | 220       | 100.0   | 100.0         |                    |

The above findings show that the majority of respondents (25.9%) were employed in the financial services sector, followed by those in miscellaneous organizations (22.3%), government (16.4%), and education (14.1%). The other sectors contribution is less than 5%.

**Table 4.4 Position**

|       |                                 | Frequency | Percent | Valid<br>Percent | Cumulative<br>Percent |
|-------|---------------------------------|-----------|---------|------------------|-----------------------|
| Valid | Administrative staff            | 18        | 8.2     | 8.2              | 8.2                   |
|       | Middle level<br>management      | 119       | 54.1    | 54.1             | 62.3                  |
|       | Operational level<br>management | 22        | 10.0    | 10.0             | 72.3                  |
|       | Operational staff               | 17        | 7.7     | 7.7              | 80.0                  |
|       | Other                           | 4         | 1.8     | 1.8              | 81.8                  |
|       | Top level management            | 23        | 10.5    | 10.5             | 92.3                  |
|       | Technical staff                 | 13        | 5.9     | 5.9              | 98.2                  |
|       | TSOM                            | 4         | 1.8     | 1.8              | 100.0                 |

The above findings show that the majority of respondents (54.1%) came from middle level management followed by top level management (10.5%) and operational level management (10.0%). The other levels had less than 10% each.

**Table 4.5 Type Of E-commerce applications**

|           | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------|-----------|---------|---------------|--------------------|
| Valid BK  | 8         | 3.6     | 3.6           | 3.6                |
| BKPP      | 4         | 1.8     | 1.8           | 5.5                |
| CS        | 14        | 6.4     | 6.4           | 11.8               |
| EAEM      | 10        | 4.5     | 4.5           | 16.4               |
| EAEMCS    | 12        | 5.5     | 5.5           | 21.8               |
| EAEMCSBK  | 12        | 5.5     | 5.5           | 27.3               |
| EAEMCSPP  | 13        | 5.9     | 5.9           | 33.2               |
| EM        | 80        | 36.4    | 36.4          | 69.5               |
| EMBK      | 9         | 4.1     | 4.1           | 73.6               |
| EMBKOS    | 10        | 4.5     | 4.5           | 78.2               |
| EMBKPPPOS | 4         | 1.8     | 1.8           | 80.0               |
| EMCS      | 4         | 1.8     | 1.8           | 81.8               |
| EMCSBK    | 4         | 1.8     | 1.8           | 83.6               |
| EMCSBKOS  | 4         | 1.8     | 1.8           | 85.5               |
| EMCSPP    | 4         | 1.8     | 1.8           | 87.3               |
| EMCSPPPOS | 10        | 4.5     | 4.5           | 91.8               |
| EMOS      | 4         | 1.8     | 1.8           | 93.6               |
| EMPP      | 4         | 1.8     | 1.8           | 95.5               |
| PP        | 10        | 4.5     | 4.5           | 100.0              |
| Total     | 220       | 100.0   | 100.0         |                    |

By far the majority of users of e-commerce encounter it through e-mail activities (36.4%). The rest of the figures are less than 7% with Customer Services at 6.4% followed by a cohort of electronic advertising, e-mail and customer service at 5.5%.

**Table 4.6 Size Of Organization**

|       |        | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|--------|-----------|---------|---------------|--------------------|
| Valid | Large  | 23        | 10.5    | 10.5          | 10.5               |
|       | Medium | 70        | 31.8    | 31.8          | 42.3               |
|       | Small  | 127       | 57.7    | 57.7          | 100.0              |
|       | Total  | 220       | 100.0   | 100.0         |                    |

The majority of respondents who participated in this survey came from small business (57.7%), followed by medium business (31.8%) and large business (10.5%).

**Table 4.7 Age Of Organization**

|       |                   | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Less than 5 years | 26        | 11.8    | 11.8          | 11.8               |
|       | 5-9 years         | 4         | 1.8     | 1.8           | 13.6               |
|       | 10-19 years       | 34        | 15.5    | 15.5          | 29.1               |
|       | 20-29 years       | 51        | 23.2    | 23.2          | 52.3               |
|       | 30-40 years       | 61        | 27.7    | 27.7          | 80.0               |
|       | Over 40 years     | 44        | 20.0    | 20.0          | 100.0              |
|       | Total             | 220       | 100.0   | 100.0         |                    |

Most of the businesses (27.7%) are 30 to 40 years old followed by those which are 20 to 29 years old and those which are over 40 years old. The rest are less than 20 years old.

**Table 4.8 Utilization Of Ecommerce**

|                         | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------------|-----------|---------|---------------|--------------------|
| Valid Very great extent | 30        | 13.6    | 13.6          | 13.6               |
| Very reasonable extent  | 23        | 10.5    | 10.5          | 24.1               |
| Some extent             | 39        | 17.7    | 17.7          | 41.8               |
| Very less extent        | 69        | 31.4    | 31.4          | 73.2               |
| Not at all              | 59        | 26.8    | 26.8          | 100.0              |
| Total                   | 220       | 100.0   | 100.0         |                    |

The above findings show that the majority of respondents (31.5%) use e-commerce to some very less extent and 26.8% do not use e-commerce at all. 17.7% of respondents use e-commerce to some extent, 13.6% use it to a very great extent and 10.5% use it to some reasonable extent. What this means is that e-commerce has not been fully embraced in developing countries as compared to developed countries.

**Table 4.9 e-Advertising**

|             | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------|-----------|---------|---------------|--------------------|
| Valid 0-25% | 146       | 66.4    | 66.4          | 66.4               |
| 25-50%      | 39        | 17.7    | 17.7          | 84.1               |
| 51-75%      | 18        | 8.2     | 8.2           | 92.3               |
| 76-100%     | 17        | 7.7     | 7.7           | 100.0              |
| Total       | 220       | 100.0   | 100.0         |                    |

The majority of respondents (66.4%) use e-advertising for about 25% of the time followed by 17.7% who use e-advertising for about 25 to 50% of the time. Of the respondents, 8.2% of them use e-advertising 51 to 75% of the time and 7.7% said that they use e-advertising for 76 to 100% of the time.

What this means is that the impact of e-advertising in developed countries is not yet felt like in developed countries.

**Table 4.10 e-Mail**

|             | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------|-----------|---------|---------------|--------------------|
| Valid 0-25% | 69        | 31.4    | 31.4          | 31.4               |
| 25-50%      | 23        | 10.5    | 10.5          | 41.8               |
| 51-75%      | 42        | 19.1    | 19.1          | 60.9               |
| 76-100%     | 86        | 39.1    | 39.1          | 100.0              |
| Total       | 220       | 100.0   | 100.0         |                    |

The majority of respondents (39.1%) use e-mail 76 to 100% of the time. However-mail usage is also between 0 to 25% in 31.4% of respondents. The overall picture is that e-mail usage is more popular than its non-usage.

**Table 4.11 e-Customer Service**

|             | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------|-----------|---------|---------------|--------------------|
| Valid 0-25% | 149       | 67.7    | 67.7          | 67.7               |
| 25-50%      | 26        | 11.8    | 11.8          | 79.5               |
| 51-75%      | 27        | 12.3    | 12.3          | 91.8               |
| 76-100%     | 18        | 8.2     | 8.2           | 100.0              |
| Total       | 220       | 100.0   | 100.0         |                    |

The above findings show that e-customer service is still unpopular among respondents. 67.7% of respondents use e-customer service 0 to 25% of the time. The other figures are less than half of 67.7% when combined.

**Table 4.12 e-Banking**

|             | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------|-----------|---------|---------------|--------------------|
| Valid 0-25% | 137       | 62.3    | 62.3          | 62.3               |
| 25-50%      | 27        | 12.3    | 12.3          | 74.5               |
| 51-75%      | 27        | 12.3    | 12.3          | 86.8               |
| 76-100%     | 29        | 13.2    | 13.2          | 100.0              |
| Total       | 220       | 100.0   | 100.0         |                    |

The majority of respondents (62.3%) have only used e-banking facilities for only 0 to 25% of the time. The rest are not in touch with e-banking facilities for most of their times.

**Table 4.13 e-Procurement**

|             | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------|-----------|---------|---------------|--------------------|
| Valid 0-25% | 136       | 61.8    | 61.8          | 61.8               |
| 25-50%      | 53        | 24.1    | 24.1          | 85.9               |
| 51-75%      | 9         | 4.1     | 4.1           | 90.0               |
| 76-100%     | 22        | 10.0    | 10.0          | 100.0              |
| Total       | 220       | 100.0   | 100.0         |                    |

The above findings show that the majority of respondents (61.8%) use e-procurement services for between 0 to 25% of their time and 24.5% for between 25 to 50% of their time. Ed-procurement technology is still in its growth stage in e-commerce.

**Table 4.14 Online Shopping**

|             | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------|-----------|---------|---------------|--------------------|
| Valid 0-25% | 168       | 76.4    | 76.4          | 76.4               |
| 25-50%      | 30        | 13.6    | 13.6          | 90.0               |
| 51-75%      | 5         | 2.3     | 2.3           | 92.3               |
| 76-100%     | 17        | 7.7     | 7.7           | 100.0              |
| Total       | 220       | 100.0   | 100.0         |                    |

The above findings show that the majority (76.4%) of respondents use online-shopping for 0 to 25% of the time followed by 13.6% who use it for 25 to 50% of their time. Again online-shopping is an e-commerce technology which is still in its infancy in developing countries.

**Table 4.15 Technology Use**

|       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| Valid | 26        | 11.8    | 11.8          | 11.8               |
| Y     | 2         | .9      | .9            | 12.7               |
| N     | 37        | 16.8    | 16.8          | 29.5               |
| Y     | 155       | 70.5    | 70.5          | 100.0              |
| Total | 220       | 100.0   | 100.0         |                    |

The above findings indicate that the majority of respondents (70.5%) agree that there is someone or people within their organizations who champion the use of new technology. These findings are significant in the sense that there are some individuals within organizations who try to ensure that everyone within that organization embraces new innovations like e-commerce. A minority of respondents (16.8%) stated that there are no individuals or people within their organization who champion the use of new technology.

**Table 4.16 Management Support**

|         |                   | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-------------------|-----------|---------|---------------|--------------------|
| Valid   | Strongly agree    | 27        | 12.3    | 12.5          | 12.5               |
|         | Agree             | 9         | 4.1     | 4.2           | 16.7               |
|         | Neutral           | 25        | 11.4    | 11.6          | 28.2               |
|         | Disagree          | 81        | 36.8    | 37.5          | 65.7               |
|         | Strongly Disagree | 74        | 33.6    | 34.3          | 100.0              |
|         | Total             | 216       | 98.2    | 100.0         |                    |
| Missing | System            | 4         | 1.8     |               |                    |
| Total   |                   | 220       | 100.0   |               |                    |

The above findings suggest that the majority of managers (70.4% - 36.8% plus 33.6%) in organizations do not give adequate support to those individuals who may champion such innovation. These findings suggest that support in the form of funding for new technology in the form of training, equipment and other infrastructure may not be forthcoming from the management side.

**Table 4.17 People Seeking Help**

|                      | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid Strongly agree | 82        | 37.3    | 37.3          | 37.3               |
| Agree                | 59        | 26.8    | 26.8          | 64.1               |
| Neutral              | 27        | 12.3    | 12.3          | 76.4               |
| Disagree             | 31        | 14.1    | 14.1          | 90.5               |
| Strongly agree       | 21        | 9.5     | 9.5           | 100.0              |
| Total                | 220       | 100.0   | 100.0         |                    |

The above findings show that the majority of respondents (60.1%) have personally communicated with people seeking help in using e-commerce applications. 23.1% did not communicate with any persons seeking help.

**Table 4.18 People Affected Decisions**

|                      | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid Strongly agree | 8         | 3.6     | 3.6           | 3.6                |
| Agree                | 37        | 16.8    | 16.8          | 20.5               |
| Neutral              | 37        | 16.8    | 16.8          | 37.3               |
| Disagree             | 97        | 44.1    | 44.1          | 81.4               |
| Strongly agree       | 41        | 18.6    | 18.6          | 100.0              |
| Total                | 220       | 100.0   | 100.0         |                    |

The above findings indicate that the majority of respondents (62.9%) are not consulted on issues which affect them as far as giving their own inputs is concerned, 20.4% agreed that they are consulted and 16.8% were neutral. These findings may indicate a lack of consultation by management on issues which affect the day-to-day running of their

organizations and hence the implementation of e-commerce in their organizations.

**Table 4.19 Shared Information**

|                      | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid Strongly agree | 22        | 10.0    | 10.0          | 10.0               |
| Agree                | 31        | 14.1    | 14.1          | 24.1               |
| Neutral              | 40        | 18.2    | 18.2          | 42.3               |
| Disagree             | 79        | 35.9    | 35.9          | 78.2               |
| Strongly agree       | 48        | 21.8    | 21.8          | 100.0              |
| Total                | 220       | 100.0   | 100.0         |                    |

The above findings show that the majority of respondents (57.7%) did not agree that there is information sharing in their organization, 24.1% agreed that there is information sharing in their organization and 18.2% were neutral. These findings suggest that managers do not share critical information in their organizations for the good of everyone and the organizations themselves.

**Table 4.20 Creativity Respected**

|                      | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid Strongly agree | 14        | 6.4     | 6.4           | 6.4                |
| Agree                | 14        | 6.4     | 6.4           | 12.7               |
| Neutral              | 42        | 19.1    | 19.1          | 31.8               |
| Disagree             | 110       | 50.0    | 50.0          | 81.8               |
| Strongly agree       | 40        | 18.2    | 18.2          | 100.0              |
| Total                | 220       | 100.0   | 100.0         |                    |

The majority of respondents stated that creativity is not respected in their organizations, 12.8% agreed that creativity is respected and 19.1% were neutral. These findings suggest that innovative individuals are not given room to come up with something new within their organizations. This may inhibit the adoption of e-commerce technologies in organizations.

**Table 4.21 Role of Leader**

|                      | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid Strongly agree | 14        | 6.4     | 6.4           | 6.4                |
| Agree                | 13        | 5.9     | 5.9           | 12.3               |
| Neutral              | 56        | 25.5    | 25.5          | 37.7               |
| Disagree             | 103       | 46.8    | 46.8          | 84.5               |
| Strongly agree       | 34        | 15.5    | 15.5          | 100.0              |
| Total                | 220       | 100.0   | 100.0         |                    |

The above findings seem to support those from above. In the findings in table 4.21 62.3% of respondents stated that their leaders are not supportive of their any initiatives they may attempt to come up with. Managers are actually supposed to support their subordinates when it comes to adoption of e-commerce but this seems to be happening in only 12.3% of organizations. The other 25.5% of respondents gave a neutral response.

**Table 4.22 Assistance in New Ideas**

|       |                | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------|-----------|---------|---------------|--------------------|
| Valid | Strongly agree | 22        | 10.0    | 10.0          | 10.0               |
|       | Agree          | 43        | 19.5    | 19.5          | 29.5               |
|       | Neutral        | 56        | 25.5    | 25.5          | 55.0               |
|       | Disagree       | 78        | 35.5    | 35.5          | 90.5               |
|       | Strongly agree | 21        | 9.5     | 9.5           | 100.0              |
|       | Total          | 220       | 100.0   | 100.0         |                    |

Still related to previous findings, here the majority of respondents (45.0%) admitted that their managers do not assist individuals in their organizations who come up with new ideas. 29.5% agreed that their managers assist those who come up with new ideas and 25.5% were neutral.

**Table 4.23 Financial Support**

|       |                | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------|-----------|---------|---------------|--------------------|
| Valid | Strongly agree | 22        | 10.0    | 10.0          | 10.0               |
|       | Agree          | 22        | 10.0    | 10.0          | 20.0               |
|       | Neutral        | 78        | 35.5    | 35.5          | 55.5               |
|       | Disagree       | 81        | 36.8    | 36.8          | 92.3               |
|       | Strongly agree | 17        | 7.7     | 7.7           | 100.0              |
|       | Total          | 220       | 100.0   | 100.0         |                    |

The above findings show that the majority of respondents (44.5%) stated that they are not given financial support when they try to come up with new ideas. 20.0% agreed that they are given financial support for coming up with new ideas and 35.5% were neutral.

**Table 4.24 Complex Innovation**

|                      | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid Strongly agree | 4         | 1.8     | 1.8           | 1.8                |
| Agree                | 35        | 15.9    | 15.9          | 17.7               |
| Neutral              | 65        | 29.5    | 29.5          | 47.3               |
| Disagree             | 103       | 46.8    | 46.8          | 94.1               |
| Strongly agree       | 13        | 5.9     | 5.9           | 100.0              |
| Total                | 220       | 100.0   | 100.0         |                    |

The majority of respondents (52.7%) disagreed with the statement that predicting the way an innovation will fit into their work procedures is usually too complex to assess in advance of implementation, 17.7% agreed and 29.5% were neutral. These findings may suggest that individuals have full knowledge about e-commerce technologies and their implementation but management may be the factor which is stalling adoption of such innovation. The above findings seem to support this notion.

**Table 4.25 Clear Plan on Implementation of an Innovation**

|         |                | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|----------------|-----------|---------|---------------|--------------------|
| Valid   | Strongly agree | 5         | 2.3     | 2.3           | 2.3                |
|         | Agree          | 22        | 10.0    | 10.2          | 12.5               |
|         | Neutral        | 62        | 28.2    | 28.7          | 41.2               |
|         | Disagree       | 107       | 48.6    | 49.5          | 90.7               |
|         | Strongly agree | 20        | 9.1     | 9.3           | 100.0              |
|         | Total          | 216       | 98.2    | 100.0         |                    |
| Missing | System         | 4         | 1.8     |               |                    |
| Total   |                | 220       | 100.0   |               |                    |

The majority of respondents (57.7%) stated that they lack a clear plan to guide them when implementing an innovation, 12.3% agreed and 28.2% were neutral. The planning process starts with management and these findings suggest lack of drafting of clear guidelines and plans when implementing e-commerce innovation.

**Table 4.26 Formal Justification**

|       |                   | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Agree             | 28        | 12.7    | 12.7          | 12.7               |
|       | Neutral           | 58        | 26.4    | 26.4          | 39.1               |
|       | Disagree          | 88        | 40.0    | 40.0          | 79.1               |
|       | Strongly disagree | 46        | 20.9    | 20.9          | 100.0              |
|       | Total             | 220       | 100.0   | 100.0         |                    |

The majority of respondents (60.9%) stated that in their organizations e-commerce innovations are adopted without any formal justification, such as return on investment, payback or cost-benefit analysis. 12.7% of respondents stated that e-commerce innovations are adopted with formal justification and 26.4% were neutral.

**Table 4.27 Flexible Promotion**

|                      | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid Strongly agree | 22        | 10.0    | 10.0          | 10.0               |
| Agree                | 62        | 28.2    | 28.2          | 38.2               |
| Neutral              | 80        | 36.4    | 36.4          | 74.5               |
| Disagree             | 48        | 21.8    | 21.8          | 96.4               |
| Strongly agree       | 8         | 3.6     | 3.6           | 100.0              |
| Total                | 220       | 100.0   | 100.0         |                    |

The majority of respondents (38.2%) agreed that there are flexible promotion systems in their organizations for individuals who are involved in e-commerce projects and any other technological innovations, 25.4% disagreed and 36.4% were neutral. It is important to state in this case that the high number of neutral respondents may weigh against the obtaining of representative results here. Those who were neutral may actually not be having any e-commerce projects to talk about hence their neutrality.

**Table 4.28 Performance Related Rewards**

|                      | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid Strongly agree | 13        | 5.9     | 5.9           | 5.9                |
| Agree                | 24        | 10.9    | 10.9          | 16.8               |
| Neutral              | 71        | 32.3    | 32.3          | 49.1               |
| Disagree             | 96        | 43.6    | 43.6          | 92.7               |
| Strongly agree       | 16        | 7.3     | 7.3           | 100.0              |
| Total                | 220       | 100.0   | 100.0         |                    |

The majority of respondents (50.9%) stated that important rewards are not performance related. 16.8% agreed that important rewards are performance related and 32.3% were neutral. These findings indicate that in these organizations some other reward schemes, other than performance-based ones are used to reward employees. This may demotivate those employees who may bring innovations related to e-commerce.

The next section of data analysis related to Factor Analysis. In this section some relationships between variables and the strengths or impact of such relationships on proposed hypotheses will be investigated.

### **Hypotheses:**

H1: Organizational Demographics such as age (H1.1) and Size (H1.2) have significant Influence on its ability to adopt e-commerce

H2: An effective reward system would encourage the adoption of e-commerce

H3: Good Management support would positively encourage the adoption of e-commerce

H4: If individuals in the organization are motivated, they would be enthusiastic about adopting e-commerce

H5: The innovativeness of individuals in an organization is a catalyst for e-commerce adoption

H6: If individuals within an organization are knowledgeable about e-commerce, they would facilitate the adoption of e-commerce in the organization.

H7: There is a positive relationship between organizational size and e-commerce adoption

H8: There is a positive relationship between the age of an organization and e-commerce adoption



**Table 4.29: Rotated Matrix Component 1**

Rotated Component Matrix<sup>a</sup>

|                                  | Component |                           |                    |                |                    |               |
|----------------------------------|-----------|---------------------------|--------------------|----------------|--------------------|---------------|
|                                  | Rewards   | Managem<br>ent<br>Support | Communi<br>cations | Motivati<br>on | Innovati<br>veness | knowled<br>ge |
| DesiredActivities                | .782      |                           |                    |                |                    |               |
| PerformanceAppraisal<br>System   | .761      |                           |                    |                |                    |               |
| RightMnagersContol               | .742      |                           |                    |                |                    |               |
| IntergratedSystems               | .720      |                           |                    |                |                    |               |
| DistributionRewards              | .707      |                           |                    |                |                    |               |
| PerformancerElatedRe<br>wards    | .660      |                           |                    |                |                    |               |
| AttractiveRewards                | .649      |                           |                    |                |                    |               |
| TimelyRewards                    | .554      |                           |                    |                |                    |               |
| PeopleAffectedDecisio<br>ns      |           | .800                      |                    |                |                    |               |
| ManagementSupport                |           | .768                      |                    |                |                    |               |
| CreativityRespected              |           | .574                      |                    |                |                    |               |
| FlexiblePromotion                |           | .539                      |                    |                |                    |               |
| IndividualsOtherOrgan<br>ization |           |                           | .880               |                |                    |               |
| MangersHighLevel                 |           |                           | .853               |                |                    |               |
| IndividualsYourOrgani<br>zation  |           |                           | .786               |                |                    |               |
| IndividualIndependenc<br>e       |           |                           |                    | .759           |                    |               |
| FinancialSupport                 |           |                           |                    | .679           |                    |               |
| InterestsEncouraged              |           |                           |                    | .646           |                    |               |
| ComplexInnovation                |           |                           |                    |                | .813               |               |
| ProblemSolving                   |           |                           |                    |                | .795               |               |
| NotVeryCreative                  |           |                           |                    |                | .541               |               |
| Knowledge                        |           |                           |                    |                |                    | .876          |

Rotated Component Matrix<sup>a</sup>

|                                  | Component |                           |                    |                |                    |               |
|----------------------------------|-----------|---------------------------|--------------------|----------------|--------------------|---------------|
|                                  | Rewards   | Managem<br>ent<br>Support | Communi<br>cations | Motivati<br>on | Innovati<br>veness | knowled<br>ge |
| DesiredActivities                | .782      |                           |                    |                |                    |               |
| PerformanceAppraisal<br>System   | .761      |                           |                    |                |                    |               |
| RightMnagersContol               | .742      |                           |                    |                |                    |               |
| IntergratedSystems               | .720      |                           |                    |                |                    |               |
| DistributionRewards              | .707      |                           |                    |                |                    |               |
| PerformancerElatedRe<br>wards    | .660      |                           |                    |                |                    |               |
| AttractiveRewards                | .649      |                           |                    |                |                    |               |
| TimelyRewards                    | .554      |                           |                    |                |                    |               |
| PeopleAffectedDecisio<br>ns      |           | .800                      |                    |                |                    |               |
| ManagementSupport                |           | .768                      |                    |                |                    |               |
| CreativityRespected              |           | .574                      |                    |                |                    |               |
| FlexiblePromotion                |           | .539                      |                    |                |                    |               |
| IndividualsOtherOrgan<br>ization |           |                           | .880               |                |                    |               |
| MangersHighLevel                 |           |                           | .853               |                |                    |               |
| IndividualsYourOrgani<br>zation  |           |                           | .786               |                |                    |               |
| IndividualIndependenc<br>e       |           |                           |                    | .759           |                    |               |
| FinancialSupport                 |           |                           |                    | .679           |                    |               |
| InterestsEncouraged              |           |                           |                    | .646           |                    |               |
| ComplexInnovation                |           |                           |                    |                | .813               |               |
| ProblemSolving                   |           |                           |                    |                | .795               |               |
| NotVeryCreative                  |           |                           |                    |                | .541               |               |
| Knowledge                        |           |                           |                    |                |                    | .876          |

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Rotated Component Matrix<sup>a</sup>

|                               | Component |                    |                |            |                |           |
|-------------------------------|-----------|--------------------|----------------|------------|----------------|-----------|
|                               | Rewards   | Management Support | Communications | Motivation | Innovativeness | Knowledge |
| DesiredActivities             | .782      |                    |                |            |                |           |
| PerformanceAppraisal System   | .761      |                    |                |            |                |           |
| RightMnagersContol            | .742      |                    |                |            |                |           |
| IntergratedSystems            | .720      |                    |                |            |                |           |
| DistributionRewards           | .707      |                    |                |            |                |           |
| PerformancerElatedRe wards    | .660      |                    |                |            |                |           |
| AttractiveRewards             | .649      |                    |                |            |                |           |
| TimelyRewards                 | .554      |                    |                |            |                |           |
| PeopleAffectedDecisio ns      |           | .800               |                |            |                |           |
| ManagementSupport             |           | .768               |                |            |                |           |
| CreativityRespected           |           | .574               |                |            |                |           |
| FlexiblePromotion             |           | .539               |                |            |                |           |
| IndividualsOtherOrgan ization |           |                    | .880           |            |                |           |
| MangersHighLevel              |           |                    | .853           |            |                |           |
| IndividualsYourOrgani zation  |           |                    | .786           |            |                |           |
| IndividualIndependenc e       |           |                    |                | .759       |                |           |
| FinancialSupport              |           |                    |                | .679       |                |           |
| InterestsEncouraged           |           |                    |                | .646       |                |           |
| ComplexInnovation             |           |                    |                |            | .813           |           |
| ProblemSolving                |           |                    |                |            | .795           |           |
| NotVeryCreative               |           |                    |                |            | .541           |           |
| Knowledge                     |           |                    |                |            |                | .876      |

a. Rotation converged in 7 iterations.

In the above case, the factors Management Support, Communications, Motivation, Innovativeness and Knowledge were compared with several other factors to investigate any significant relationships. The percentage variances were then explained in terms of the factor analysis. These are shown in the table below:

**Table 4.30: Percentage variance Explained**

| Component          | Initial Eigenvalues |               |              |       |               |              |
|--------------------|---------------------|---------------|--------------|-------|---------------|--------------|
|                    | Total               | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| Rewards            | 6.248               | 28.401        | 28.401       | 4.570 | 20.771        | 20.771       |
| Management Support | 2.970               | 13.499        | 41.900       | 2.854 | 12.971        | 33.742       |
| Communications     | 2.407               | 10.940        | 52.840       | 2.693 | 12.239        | 45.981       |
| Motivation         | 1.417               | 6.441         | 59.281       | 2.055 | 9.339         | 55.319       |
| Innovativeness     | 1.266               | 5.755         | 65.036       | 1.970 | 8.955         | 64.274       |
| Knowledge          | 1.085               | 4.932         | 69.968       | 1.252 | 5.693         | 69.968       |

Extraction Method: Principal Component Analysis.

The above table shows the percentage variances in the given factors stated above. They range from 20.771% to 5.693%.

**Table 4.31: Reliability Analysis (Chronbach's alpha)**

| Factor             | Alpha |
|--------------------|-------|
| Rewards            | 0.844 |
| Management Support | 0.811 |
| Communications     | 0.836 |
| Motivation         | 0.699 |
| Innovativeness     | 0.624 |
| Knowledge          | 1.000 |

The Reliability Analysis shows the internal consistencies of the given variables and all values are close to 1.000.

**Table 4.32: Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .457 <sup>a</sup> | .209     | .179              | 1.223                      |

a. Predictors: (Constant), AgeOfOrganization, Communications, Rewards, Management Support, Knowledge, Motivation, Innovativeness, SizeOfOrganization

**Table 4.33: ANOVA<sup>b</sup>**

| Model        | Sum of Squares | df  | Mean Square | F     | Sig.              |
|--------------|----------------|-----|-------------|-------|-------------------|
| 1 Regression | 83.211         | 8   | 10.401      | 6.954 | .000 <sup>a</sup> |
| Residual     | 315.625        | 211 | 1.496       |       |                   |
| Total        | 398.836        | 219 |             |       |                   |

a. Predictors: (Constant), AgeOfOrganization, Communications, Rewards, Management Support, Knowledge, Motivation, Innovativeness, SizeOfOrganization

b. Dependent Variable: UtilizationOfEcommerce

The Analysis of Variance (ANOVA) test shows a significance value of 0.000 indicating that the factors given are vital when organizations consider the adoption of e-commerce.

**Table 4.34: Regression Statistics**

| Model              | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. | Collinearity Statistics |       |
|--------------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
|                    | B                           | Std. Error | Beta                      |       |      | Tolerance               | VIF   |
| 1 (Constant)       | 1.853                       | .336       |                           | 5.522 | .000 |                         |       |
| Rewards            | .070                        | .083       | .052                      | .848  | .398 | .991                    | 1.009 |
| Management Support | .270                        | .083       | .200                      | 3.247 | .001 | .987                    | 1.014 |
| Communications     | -.005                       | .084       | -.004                     | -.061 | .952 | .967                    | 1.034 |
| Motivation         | .183                        | .085       | .136                      | 2.162 | .032 | .951                    | 1.051 |
| Innovativeness     | -.060                       | .087       | -.045                     | -.697 | .487 | .908                    | 1.102 |
| Knowledge          | .245                        | .090       | .181                      | 2.730 | .007 | .850                    | 1.177 |
| SizeOfOrganization | .445                        | .157       | .224                      | 2.843 | .005 | .604                    | 1.654 |
| AgeOfOrganization  | .125                        | .071       | .143                      | 1.776 | .077 | .580                    | 1.725 |

a. Dependent Variable: UtilizationOfEcommerce

The above Regression Analysis extracts variables which are significant when it comes to considering those factors which are important in determining factors which are critical in e-commerce adoption. Values greater than or equal to 2.000 are considered significant. These values relate to the variables:

- Management Support.
- Motivation.

- Knowledge, and
- Size of organization.

**Table 4.35: Correlations**

|                        |                        | SizeOfOrgani<br>zation | AgeOfOrgani<br>zation | UtilizationOf<br>Ecommerce |
|------------------------|------------------------|------------------------|-----------------------|----------------------------|
| SizeOfOrganization     | Pearson<br>Correlation | 1.000                  | .514**                | .348**                     |
|                        | Sig. (2-tailed)        |                        | .000                  | .000                       |
|                        | N                      | 220.000                | 220                   | 220                        |
| AgeOfOrganization      | Pearson<br>Correlation | .514**                 | 1.000                 | .210**                     |
|                        | Sig. (2-tailed)        | .000                   |                       | .002                       |
|                        | N                      | 220                    | 220.000               | 220                        |
| UtilizationOfEcommerce | Pearson<br>Correlation | .348**                 | .210**                | 1.000                      |
|                        | Sig. (2-tailed)        | .000                   | .002                  |                            |
|                        | N                      | 220                    | 220                   | 220.000                    |

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Table 4.36: Hypotheses results:**

| Hypothesis | Result        |
|------------|---------------|
| H1.1       | Not supported |
| H1.2       | Supported     |
| H2         | Not supported |
| H3         | Supported     |
| H4         | Supported     |
| H5         | Not supported |
| H6         | Supported     |
| H7         | Supported     |
| H8         | Supported     |

The above results indicate that out of the 8 hypotheses initially suggested in the Factor Analysis, the second, third, fourth, sixth, seventh and eighth hypotheses are supported by the data collected in this research.

#### **4.2 Summary of findings**

The above findings were based on data captured from respondents' questionnaires to a statistical package. Trends and patterns were observed from the frequency tables generated by the statistical package. These will be used in the last chapter, Conclusions and Recommendations.

## CHAPTER 5

### 5.0 Conclusions and recommendations

#### 5.1 Conclusions

The research was on investigating the adoption of electronic commerce by organizations in Botswana. Data from questionnaires was captured and analysed using a statistical package and discussions made from several frequency tables and graphs generated.

Respondents from all organizations indicated that they used electronic commerce applications like e-mail, customer service, banking, electronic advertising, procurement and purchasing and online shopping in varying capacities. Indeed, most organizations in Botswana have become Internet-enabled and are using the above mentioned e-commerce applications which are woven around the Web. E-mail is used for messaging and information sharing by organizations. A number of banks in Botswana like the First National Bank (FNB) have adopted a number of e-commerce applications to improve their customer services. These include the ability to pay debtors from a desktop, balance checking from the desktop or cellphone, funds transfer and payment of bills and utilities. Organisations have embraced these innovations from FNB and other banks to fully utilize these e-commerce applications.

Companies like Oracle are also selling e-commerce base packages like Enterprise Resource Planning (ERP) to both the private and public sectors in Botswana. These packages allow organisations to manage their finances, customers, suppliers and other stakeholders all online. For example, the Botswana government has adopted e-commerce largely to its partnership with Oracle which resulted in the implementation of GABS (Government Accounting and Banking System) which literally connects all finance departments across the whole country. Private companies which deal with the Botswana government can get connected

to this system and as a result, also adopt the e-commerce applications initiated by this partnership.

Many companies in Botswana are also using electronic data interchange (EDI) to trade and communicate with customers and suppliers. EDI has enabled online shopping, and procurement and purchasing. This is proven by the findings of the research.

The findings indicate that the adoption of e-commerce is mostly among companies which have been in existence for at least 20 years in the market. Presumably these are the companies which have huge reserves of finance to invest in the infrastructure which supports e-commerce applications. Younger companies seem to utilize only the existing infrastructure like network connections in order to utilize e-commerce applications.

The findings also indicated that the degree of e-commerce utilization is still low as compared to its non-utilization. This can be explained by the fact that e-commerce is a new technology in developing countries and the fact that small and young companies (which form the majority of companies in Botswana) do not use e-commerce very much as compared to large organisations.

The level of e-commerce applications diffusion in organisations in Botswana is highest in e-mail, followed by e-banking, then e-customer service, e-advertising, online shopping and e-procurement coming last. This can be explained by the cheapness of email application and the emergence and adoption of e-commerce applications by banks in Botswana. Usage of e-commerce applications in Botswana is still in its infancy stage.

The majority of organisations in the study have someone who champions or uses e-commerce. Unfortunately, for many organisations, there is no support from management given to individuals who are innovative in e-commerce technologies. This can be due to lack of

adequate funds for the infrastructure or lack of knowledge by management.

Based on the findings, there is evidence that individuals in organisations exchange ideas on e-commerce applications with people from outside their organisations seeking help on e-commerce applications. There is however evidence to the effect that decisions affecting individuals in organizations are not shared with those individuals before they are effected. There is also little information sharing in organisations and lack of respect for those who try to be creative. This lack of respect may inhibit the adoption of e-commerce technologies in those organisations.

The findings indicated that individuals in organisations do not see innovations as too complex to assess in advance of implementation. This may suggest that individuals have the full theoretical framework as far as innovation and implementation of e-commerce is concerned. This is supported by the fact that the same individuals have a clear plan of what to do when implementing an innovation. The findings also show that most organisations make a cost-benefit analysis before acquiring any system.

Most organisations have flexible promotion systems. The findings also show that most organisations do not have performance related reward systems. This may de-motivate those individuals who are innovative.

## **5.2 Recommendations**

From the above conclusions and previous discussions in Chapter 4 the following recommendations can be made:

1. Responses indicated that there is evidence of adoption of e-commerce applications in organisations in Botswana. However, the level of adoption is still very much restricted to e-mail only. Organisations should shift from just using e-mail only as a

channel of e-commerce adoption. Other avenues like online shopping, electronic banking etc can also be utilised.

2. The rate of e-commerce utilisation should also be greatly improved. Infrastructure needs to be set up to support e-commerce activities. Leaders in e-commerce adoption are the government of Botswana, large corporations and banking institutions. These institutions have the financial and technological resources to adopt and implement e-commerce. Their efforts in adoption and implementation of e-commerce will help to pull their customers and suppliers in the same direction. For example organisations can make use of online banking because of its convenience in terms of flexibility and time saving.
3. The use of e-commerce applications like electronic data interchange needs support from individuals who are innovative in organisations. Currently such individuals lack support and respect from their management when they come up with new ideas which may steer their organisations towards the adoption and implementation of e-commerce technologies.
4. Financial institutions like banks should have policies in place to assist small and new companies with financial assistance which will enable them to buy infrastructure to support e-commerce activities. Currently it is mostly the government and large organisations which are making full use of e-commerce applications because they can afford to invest using their financial resources.
5. E-commerce adoption should be promoted across organisations so that management, which at the present moment seems to be lacking appreciation, can also join the bandwagon as far as the adoption of e-commerce is concerned. Management can influence the release and channelling of funds towards investments in e-commerce applications and technologies.

6. Information sharing and collaboration need to be promoted in organisations so that e-commerce technologies diffuse throughout organisations and related stakeholders. Currently there is very little evidence to support comprehensive information sharing in organisations particularly on issues pertaining to e-commerce.
7. Employees should also be given incentives which are related to their effort in ensuring that organisations adopt e-commerce. Such rewards can be performance based, for example.

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## OTHER RELATED TABLES

### Individuals in Your Organization

|                      | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid No contact     | 9         | 4.1     | 4.1           | 4.1                |
| Monthly or less      | 31        | 14.1    | 14.1          | 18.2               |
| About weekly         | 26        | 11.8    | 11.8          | 30.0               |
| About daily          | 63        | 28.6    | 28.6          | 58.6               |
| More than once a day | 91        | 41.4    | 41.4          | 100.0              |
| Total                | 220       | 100.0   | 100.0         |                    |

### Individuals Other Organization

|                      | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid Strongly agree | 19        | 8.6     | 8.6           | 8.6                |
| Agree                | 26        | 11.8    | 11.8          | 20.5               |
| Neutral              | 50        | 22.7    | 22.7          | 43.2               |
| Disagree             | 83        | 37.7    | 37.7          | 80.9               |
| Strongly Disagree    | 42        | 19.1    | 19.1          | 100.0              |
| Total                | 220       | 100.0   | 100.0         |                    |

### Mangers High Level

|                      | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid Strongly agree | 46        | 20.9    | 20.9          | 20.9               |
| Agree                | 44        | 20.0    | 20.0          | 40.9               |
| Neutral              | 62        | 28.2    | 28.2          | 69.1               |
| Disagree             | 39        | 17.7    | 17.7          | 86.8               |
| Strongly agree       | 29        | 13.2    | 13.2          | 100.0              |
| Total                | 220       | 100.0   | 100.0         |                    |

### Colleagues Other Org

|                      | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid Strongly agree | 46        | 20.9    | 20.9          | 20.9               |
| Agree                | 59        | 26.8    | 26.8          | 47.7               |
| Neutral              | 47        | 21.4    | 21.4          | 69.1               |
| Disagree             | 31        | 14.1    | 14.1          | 83.2               |
| Strongly agree       | 37        | 16.8    | 16.8          | 100.0              |
| Total                | 220       | 100.0   | 100.0         |                    |

### Available Information

|                      | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid Strongly agree | 30        | 13.6    | 13.6          | 13.6               |
| Agree                | 27        | 12.3    | 12.3          | 25.9               |
| Neutral              | 35        | 15.9    | 15.9          | 41.8               |
| Disagree             | 64        | 29.1    | 29.1          | 70.9               |
| Strongly agree       | 64        | 29.1    | 29.1          | 100.0              |
| Total                | 220       | 100.0   | 100.0         |                    |

### Knowledge

|                      | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid Strongly agree | 17        | 7.7     | 7.9           | 7.9                |
| Agree                | 16        | 7.3     | 7.4           | 15.3               |
| Neutral              | 32        | 14.5    | 14.8          | 30.1               |
| Disagree             | 86        | 39.1    | 39.8          | 69.9               |
| Strongly agree       | 65        | 29.5    | 30.1          | 100.0              |
| Total                | 216       | 98.2    | 100.0         |                    |
| Missin System g      | 4         | 1.8     |               |                    |
| Total                | 220       | 100.0   |               |                    |

### NotVeryCreative

|                      | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid Strongly agree | 30        | 13.6    | 13.6          | 13.6               |
| Agree                | 75        | 34.1    | 34.1          | 47.7               |
| Neutral              | 34        | 15.5    | 15.5          | 63.2               |
| Disagree             | 54        | 24.5    | 24.5          | 87.7               |
| Strongly agree       | 27        | 12.3    | 12.3          | 100.0              |
| Total                | 220       | 100.0   | 100.0         |                    |

### Interests Encouraged

|                      | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid Strongly agree | 62        | 28.2    | 28.2          | 28.2               |
| Agree                | 63        | 28.6    | 28.6          | 56.8               |
| Neutral              | 47        | 21.4    | 21.4          | 78.2               |
| Disagree             | 36        | 16.4    | 16.4          | 94.5               |
| Strongly agree       | 12        | 5.5     | 5.5           | 100.0              |
| Total                | 220       | 100.0   | 100.0         |                    |

### IndividualIndependence

|                      | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid Strongly agree | 32        | 14.5    | 14.5          | 14.5               |
| Agree                | 69        | 31.4    | 31.4          | 45.9               |
| Neutral              | 60        | 27.3    | 27.3          | 73.2               |
| Disagree             | 51        | 23.2    | 23.2          | 96.4               |
| Strongly agree       | 8         | 3.6     | 3.6           | 100.0              |
| Total                | 220       | 100.0   | 100.0         |                    |

### Problem Solving

|                      | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid Strongly agree | 4         | 1.8     | 1.8           | 1.8                |
| Agree                | 53        | 24.1    | 24.1          | 25.9               |
| Neutral              | 63        | 28.6    | 28.6          | 54.5               |
| Disagree             | 75        | 34.1    | 34.1          | 88.6               |
| Strongly agree       | 25        | 11.4    | 11.4          | 100.0              |
| Total                | 220       | 100.0   | 100.0         |                    |

### Attractive Rewards

|                      | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid Strongly agree | 32        | 14.5    | 14.5          | 14.5               |
| Agree                | 43        | 19.5    | 19.5          | 34.1               |
| Neutral              | 61        | 27.7    | 27.7          | 61.8               |
| Disagree             | 66        | 30.0    | 30.0          | 91.8               |
| Strongly agree       | 18        | 8.2     | 8.2           | 100.0              |
| Total                | 220       | 100.0   | 100.0         |                    |

### Timely Rewards

|                      | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid Strongly agree | 14        | 6.4     | 6.4           | 6.4                |
| Agree                | 43        | 19.5    | 19.5          | 25.9               |
| Neutral              | 80        | 36.4    | 36.4          | 62.3               |
| Disagree             | 79        | 35.9    | 35.9          | 98.2               |
| Strongly agree       | 4         | 1.8     | 1.8           | 100.0              |
| Total                | 220       | 100.0   | 100.0         |                    |

### PerformanceAppraisalSystem

|                          | Frequen<br>cy | Percent | Valid<br>Percent | Cumulativ<br>e Percent |
|--------------------------|---------------|---------|------------------|------------------------|
| Vali Strongly<br>d agree | 10            | 4.5     | 4.5              | 4.5                    |
| Agree                    | 48            | 21.8    | 21.8             | 26.4                   |
| Neutral                  | 61            | 27.7    | 27.7             | 54.1                   |
| Disagree                 | 92            | 41.8    | 41.8             | 95.9                   |
| Strongly<br>agree        | 9             | 4.1     | 4.1              | 100.0                  |
| Total                    | 220           | 100.0   | 100.0            |                        |

### DesiredActivities

|                          | Frequen<br>cy | Percent | Valid<br>Percent | Cumulativ<br>e Percent |
|--------------------------|---------------|---------|------------------|------------------------|
| Vali Strongly<br>d agree | 14            | 6.4     | 6.4              | 6.4                    |
| Agree                    | 43            | 19.5    | 19.5             | 25.9                   |
| Neutral                  | 72            | 32.7    | 32.7             | 58.6                   |
| Disagree                 | 69            | 31.4    | 31.4             | 90.0                   |
| Strongly<br>agree        | 22            | 10.0    | 10.0             | 100.0                  |
| Total                    | 220           | 100.0   | 100.0            |                        |

### UnDesiredActivitesPunished

|                          | Frequen<br>cy | Percent | Valid<br>Percent | Cumulativ<br>e Percent |
|--------------------------|---------------|---------|------------------|------------------------|
| Vali Strongly<br>d agree | 18            | 8.2     | 8.2              | 8.2                    |
| Agree                    | 29            | 13.2    | 13.2             | 21.4                   |
| Neutral                  | 72            | 32.7    | 32.7             | 54.1                   |
| Disagree                 | 60            | 27.3    | 27.3             | 81.4                   |
| Strongly<br>agree        | 41            | 18.6    | 18.6             | 100.0                  |
| Total                    | 220           | 100.0   | 100.0            |                        |

### RightMnagersContol

|                          | Frequen<br>cy | Percent | Valid<br>Percent | Cumulativ<br>e Percent |
|--------------------------|---------------|---------|------------------|------------------------|
| Vali Strongly<br>d agree | 22            | 10.0    | 10.0             | 10.0                   |
| Agree                    | 22            | 10.0    | 10.0             | 20.0                   |
| Neutral                  | 71            | 32.3    | 32.3             | 52.3                   |
| Disagree                 | 78            | 35.5    | 35.5             | 87.7                   |
| Strongly<br>agree        | 27            | 12.3    | 12.3             | 100.0                  |
| Total                    | 220           | 100.0   | 100.0            |                        |

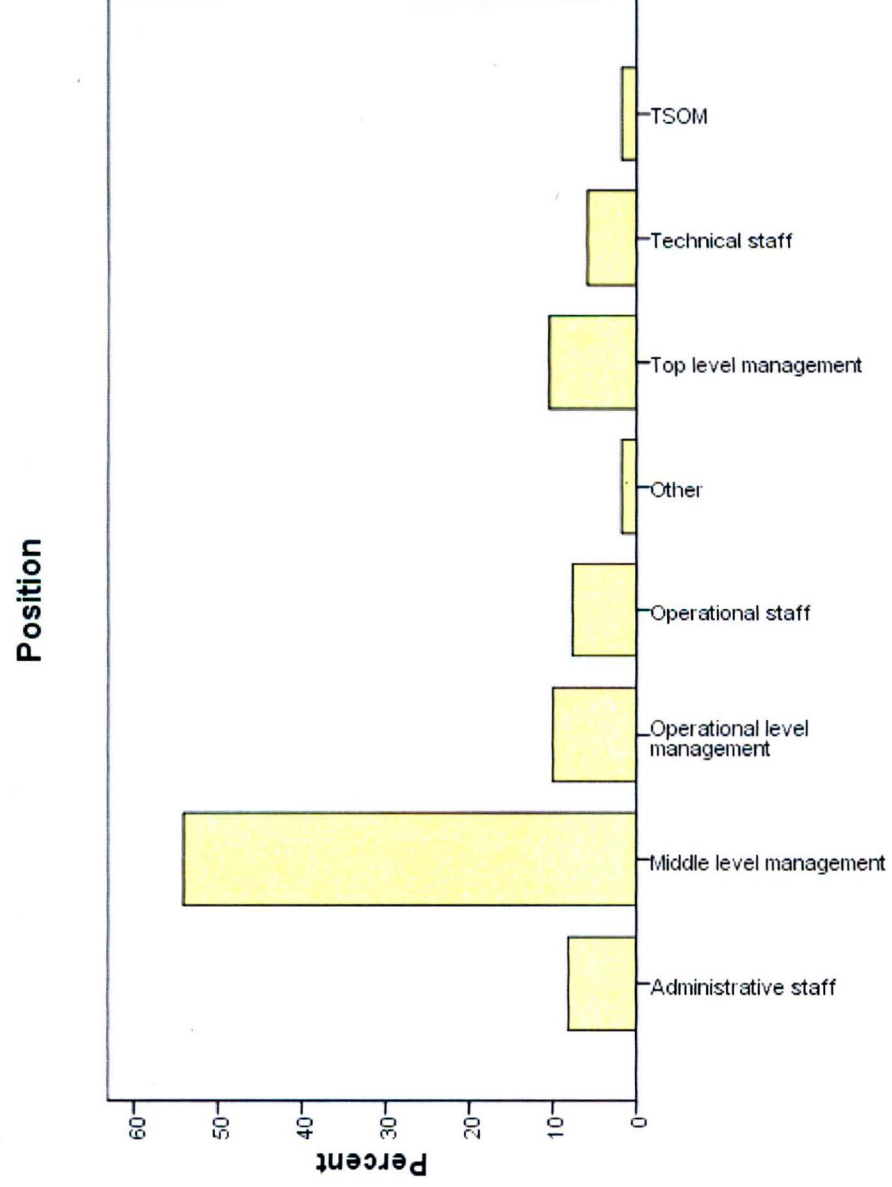
### Distribution Rewards

|                      | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid Strongly agree | 19        | 8.6     | 8.6           | 8.6                |
| Agree                | 39        | 17.7    | 17.7          | 26.4               |
| Neutral              | 77        | 35.0    | 35.0          | 61.4               |
| Disagree             | 72        | 32.7    | 32.7          | 94.1               |
| Strongly agree       | 13        | 5.9     | 5.9           | 100.0              |
| Total                | 220       | 100.0   | 100.0         |                    |

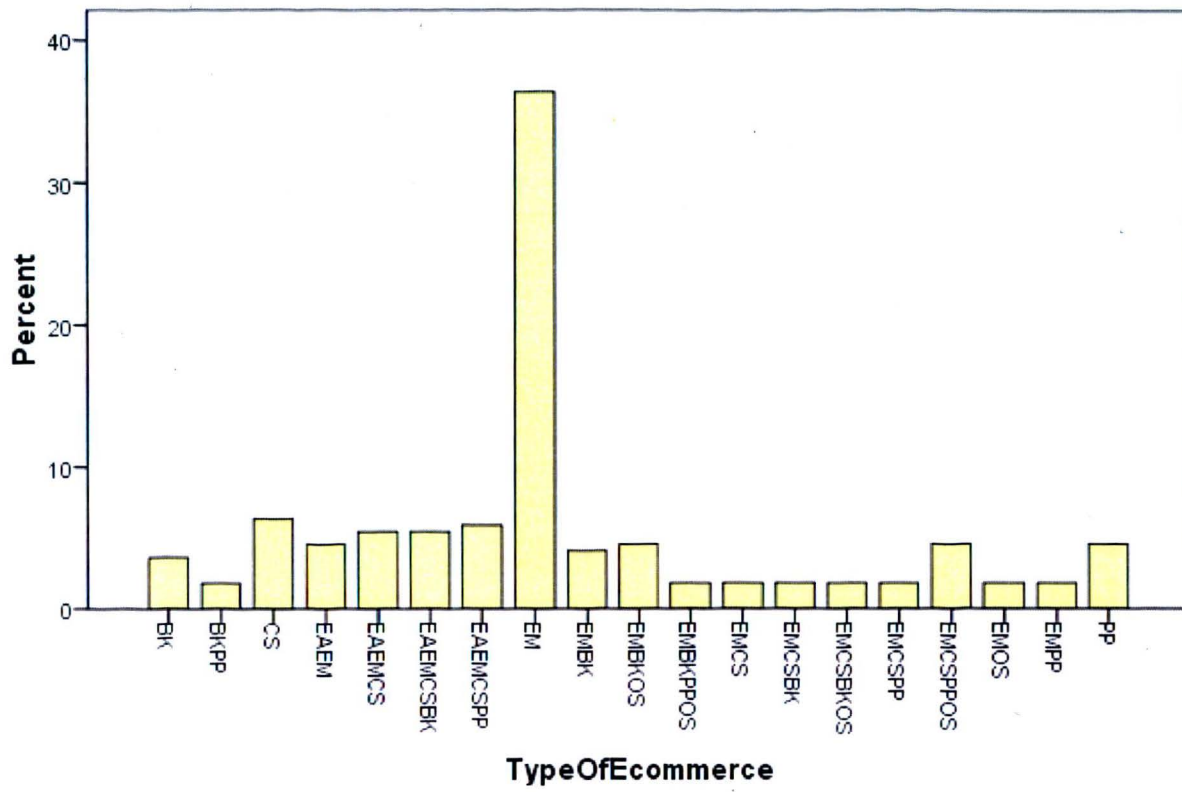
### Intergrated Systems

|                      | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid Strongly agree | 19        | 8.6     | 8.6           | 8.6                |
| Agree                | 21        | 9.5     | 9.5           | 18.2               |
| Neutral              | 53        | 24.1    | 24.1          | 42.3               |
| Disagree             | 104       | 47.3    | 47.3          | 89.5               |
| Strongly agree       | 23        | 10.5    | 10.5          | 100.0              |
| Total                | 220       | 100.0   | 100.0         |                    |

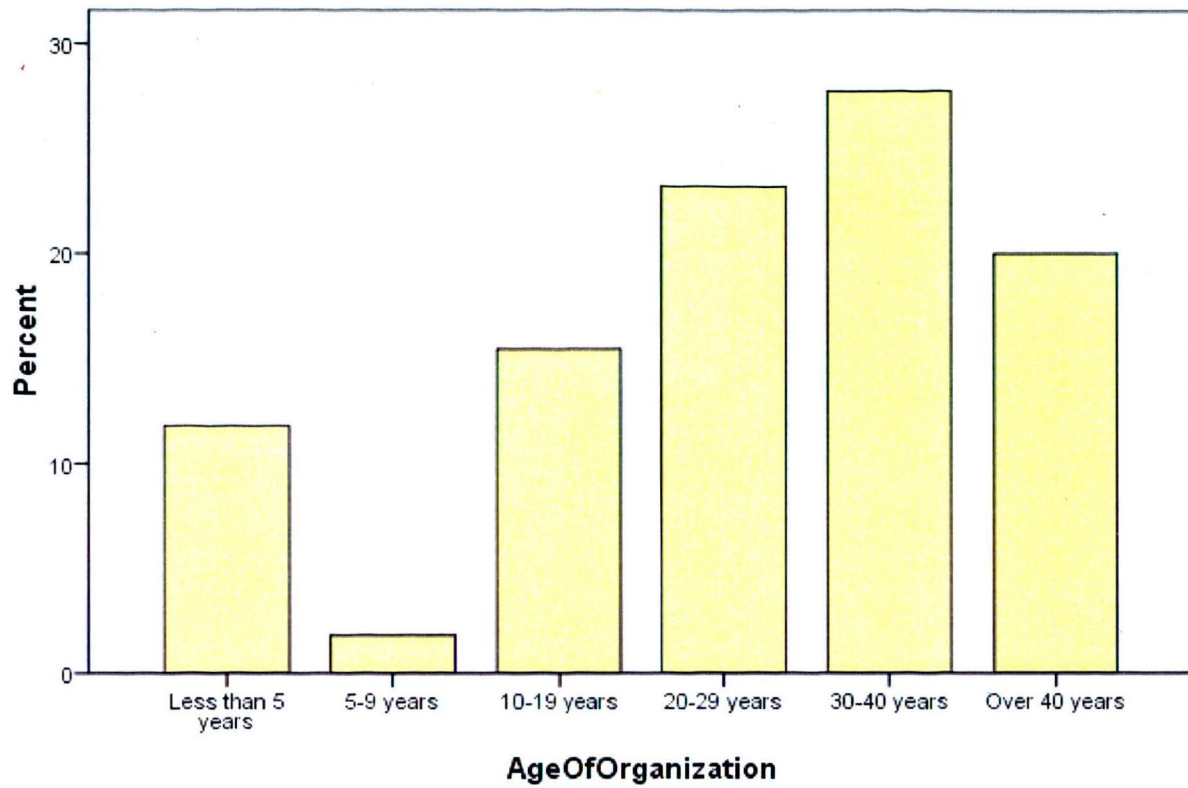
## GRAPHS



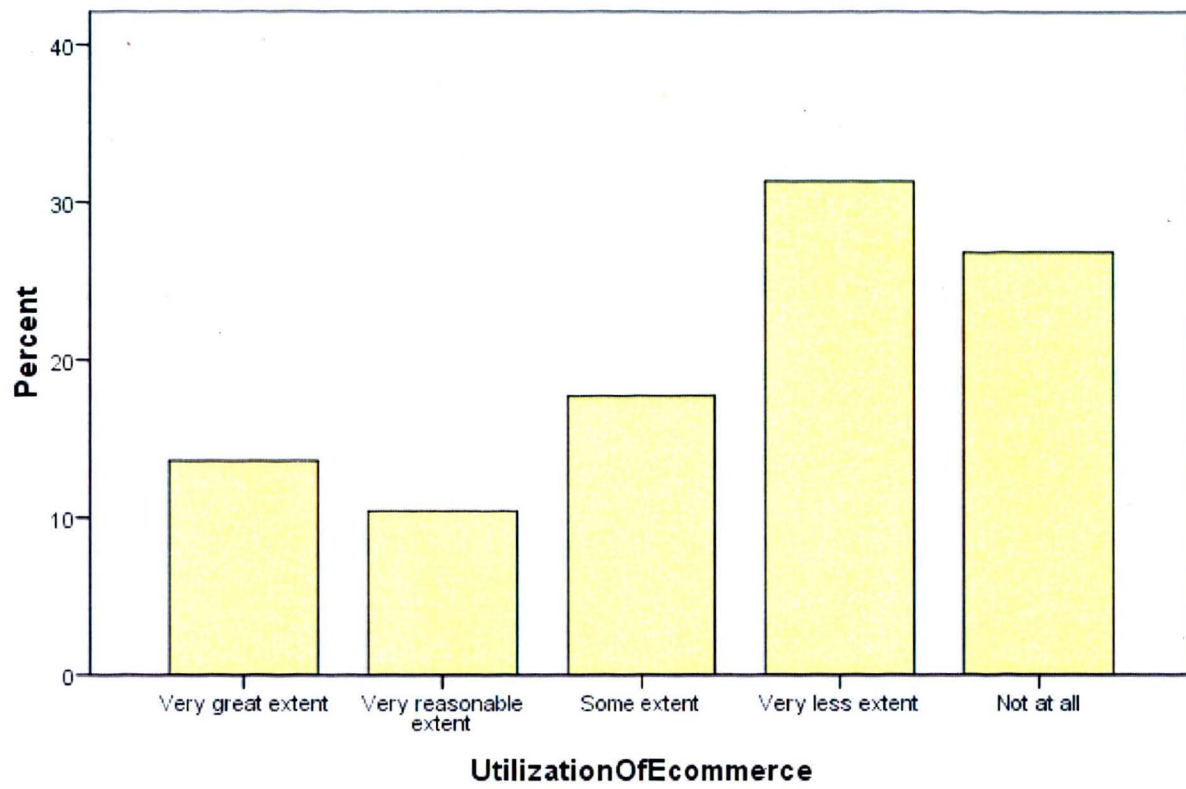
TypeOfEcommerce



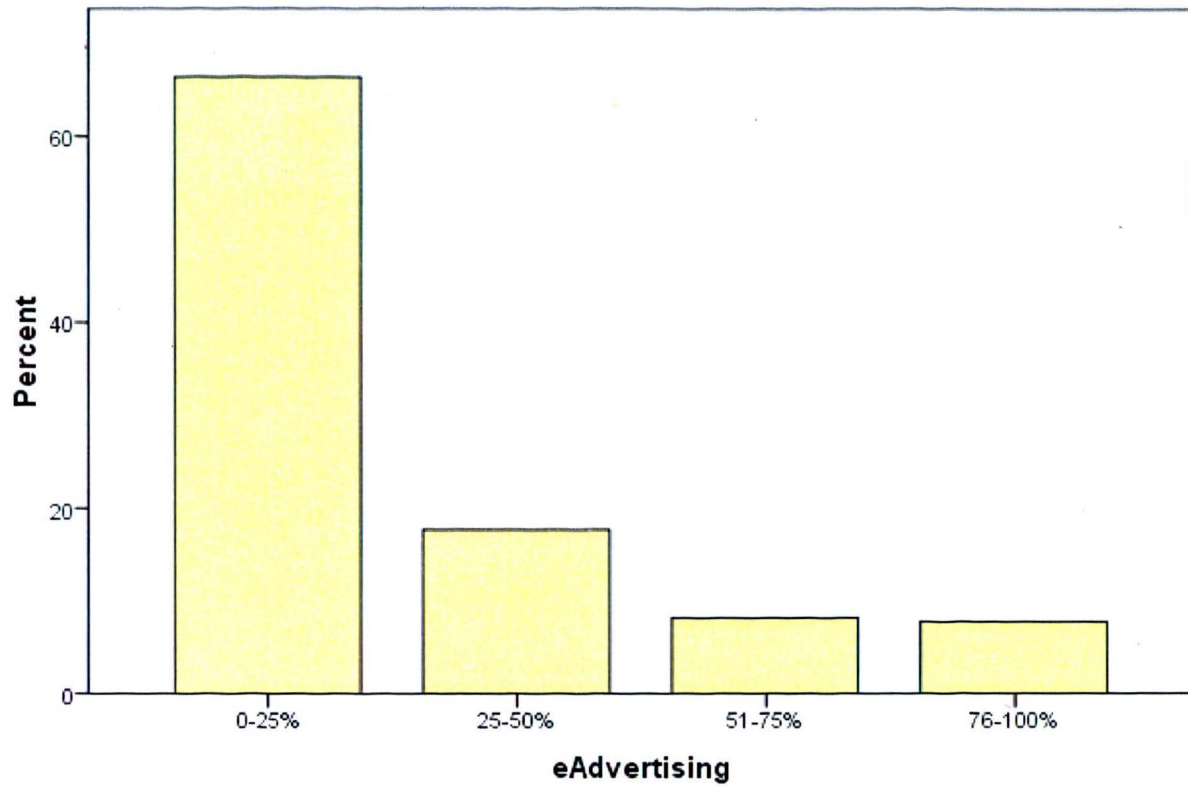
### AgeOfOrganization



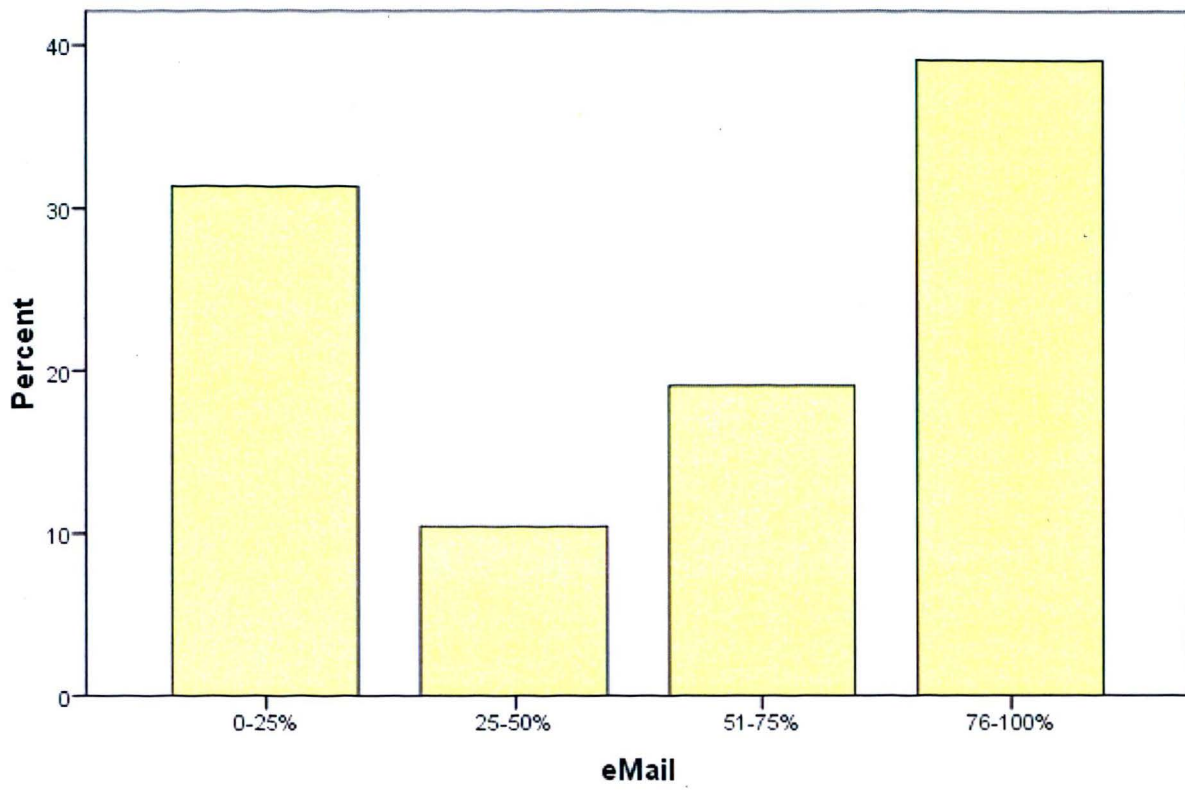
### UtilizationOfEcommerce



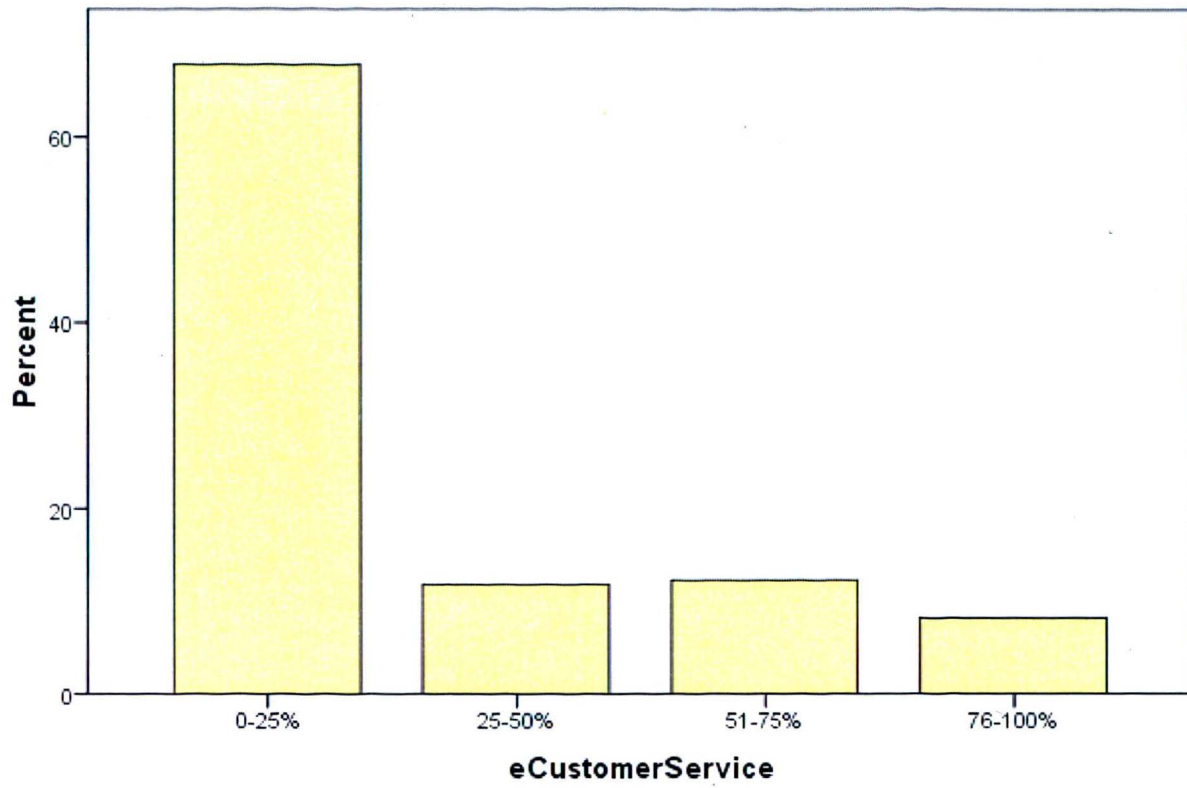
## eAdvertising



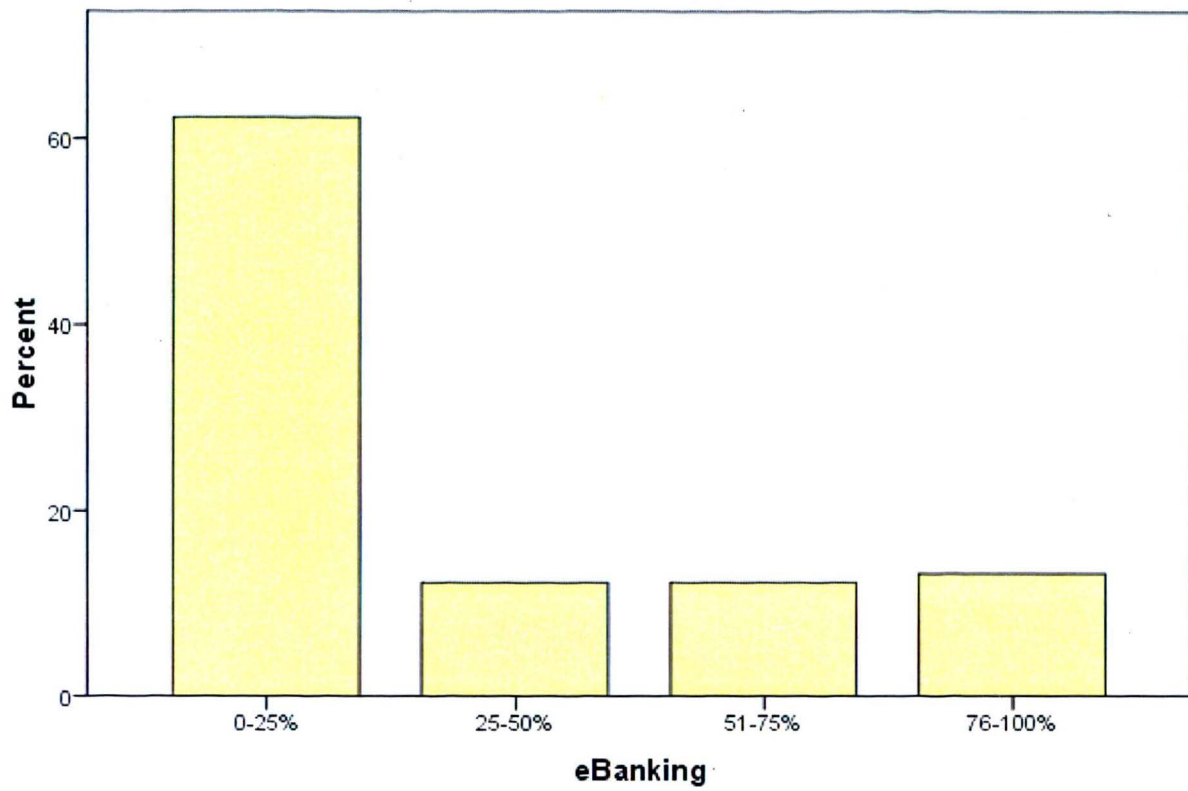
## eMail



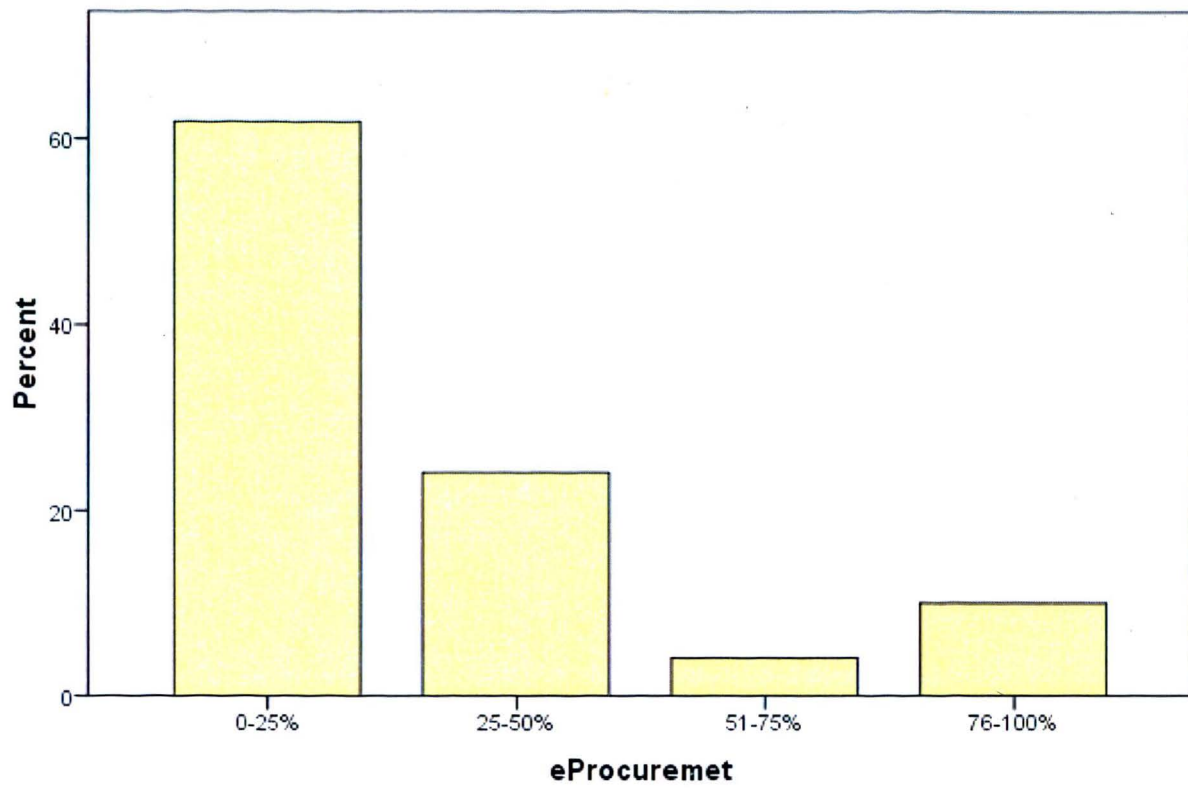
### eCustomerService



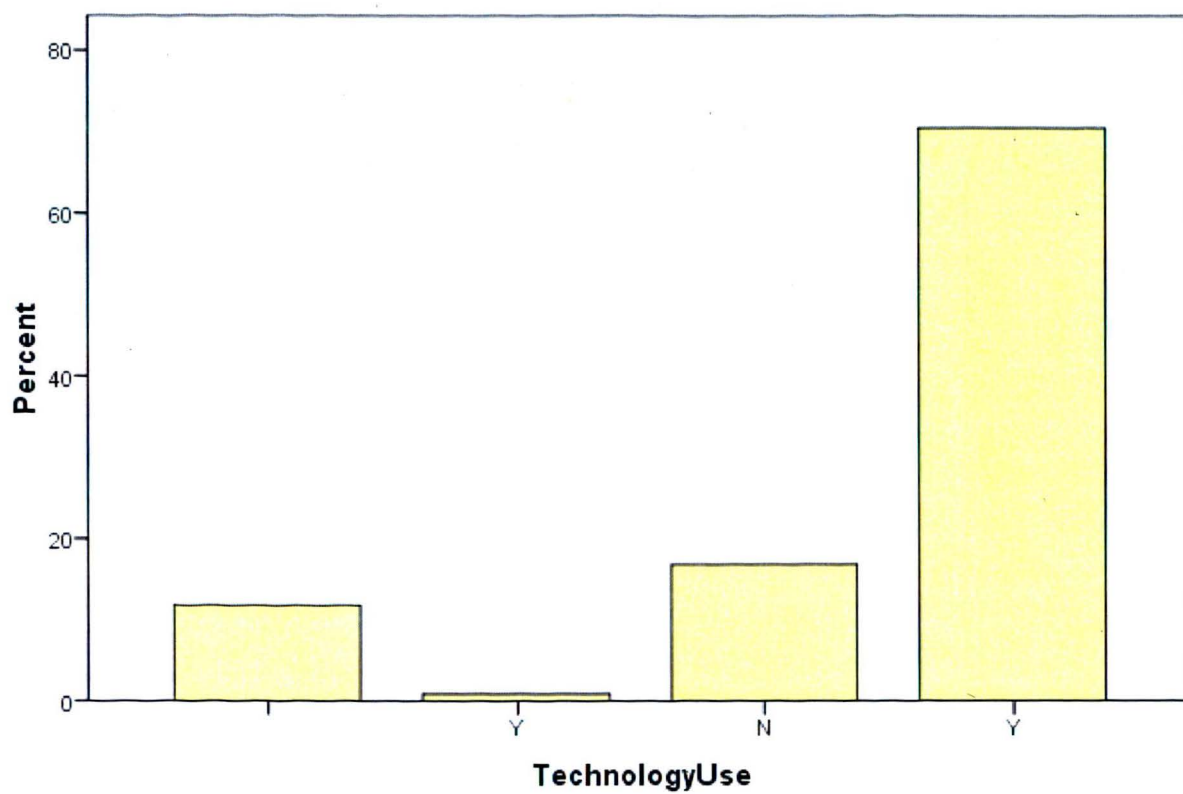
## eBanking



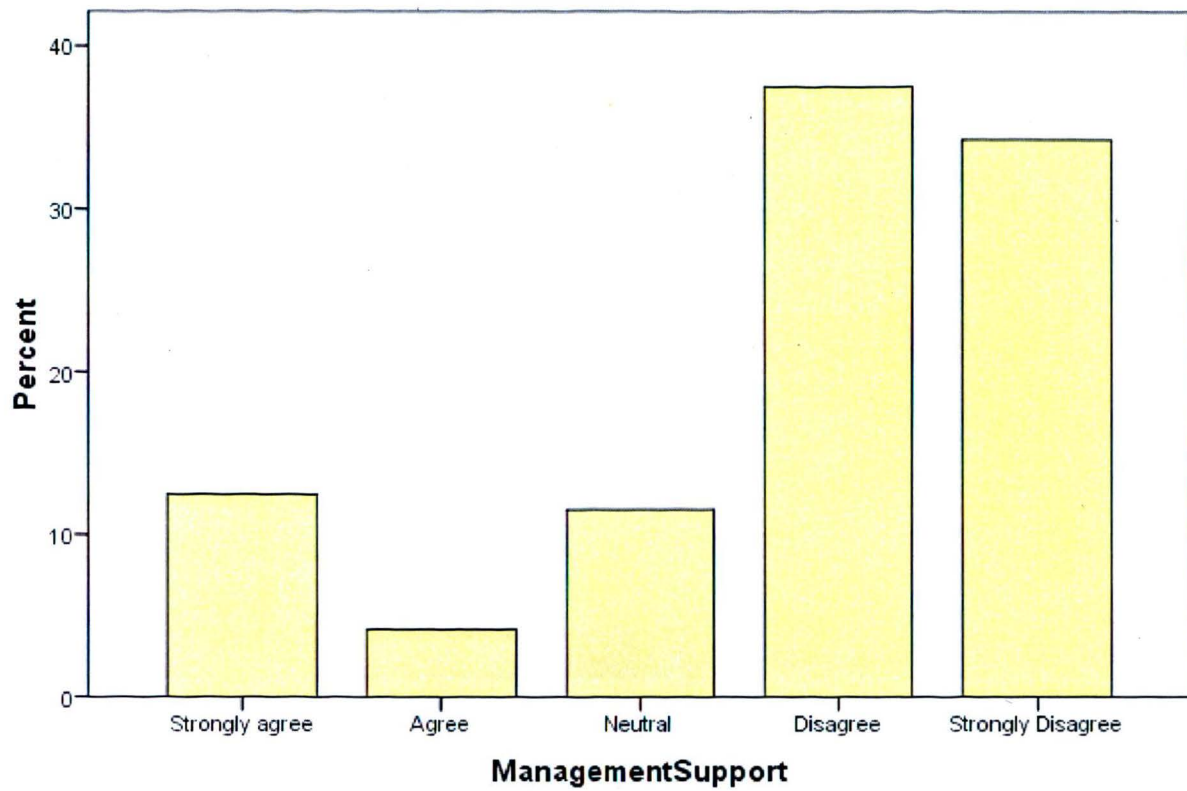
## eProcurement



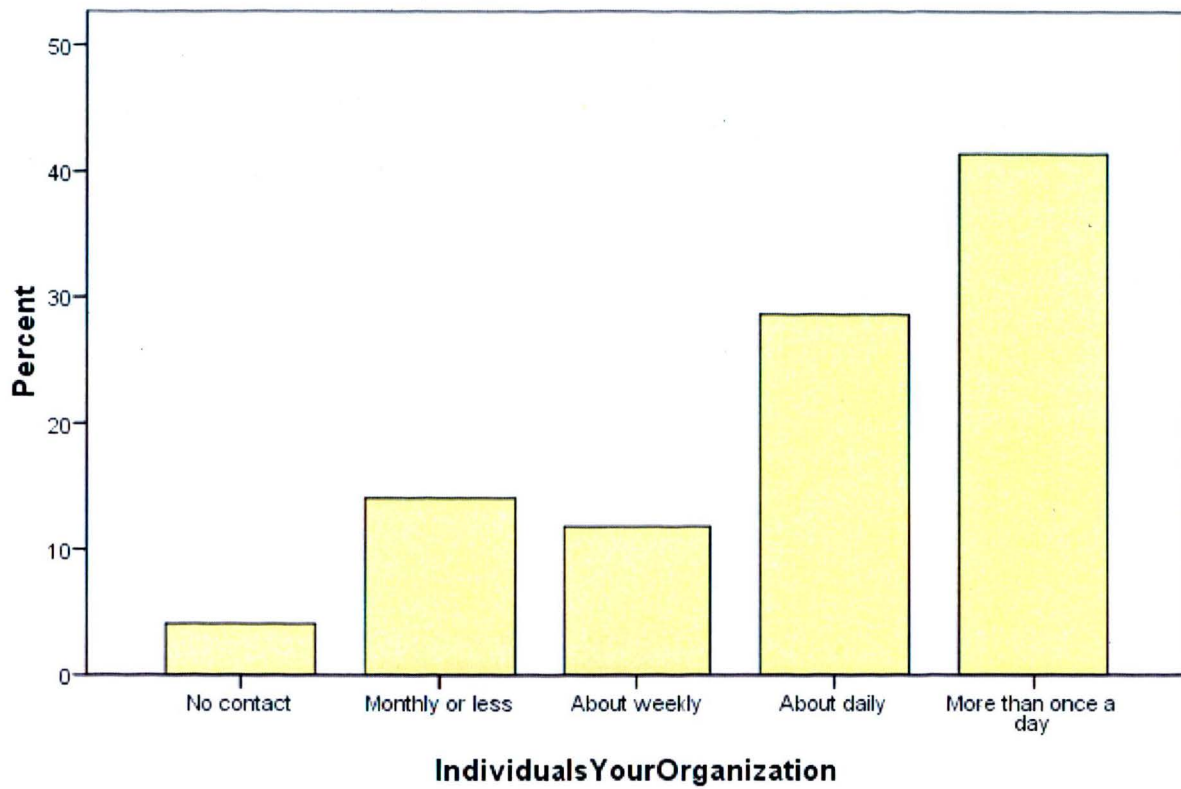
## TechnologyUse



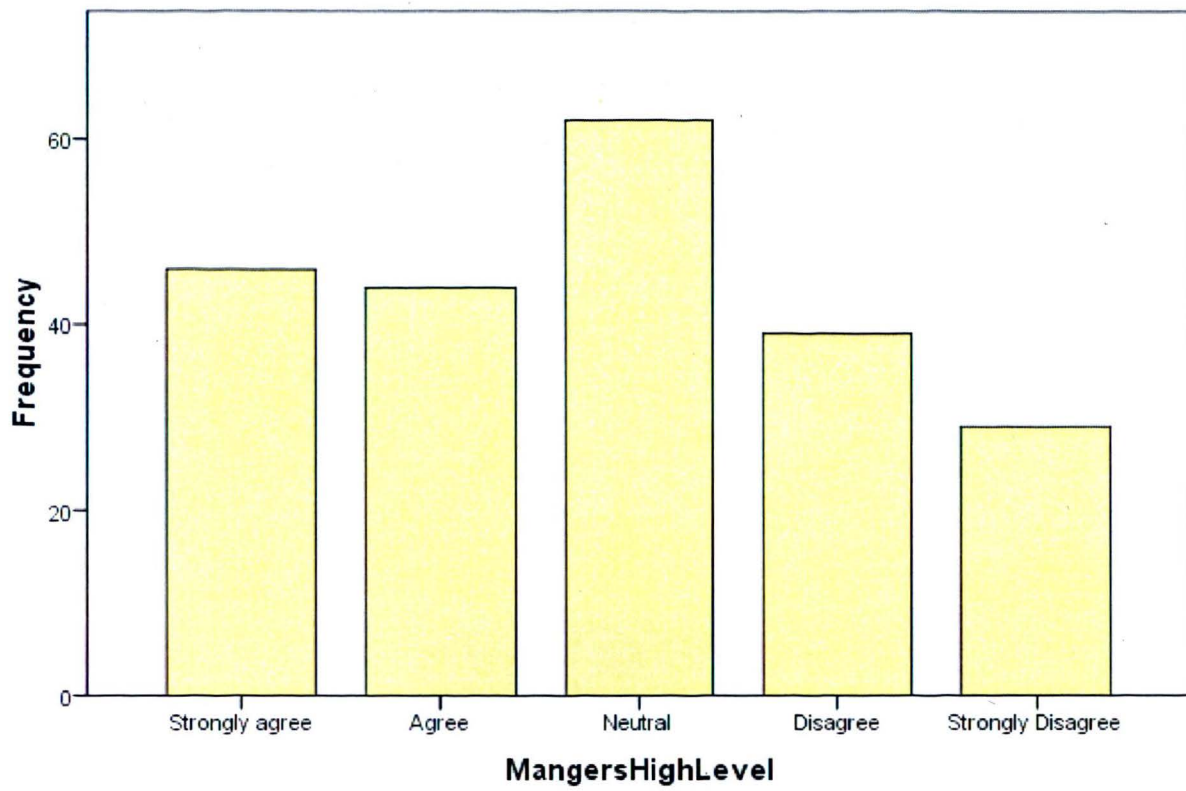
### ManagementSupport



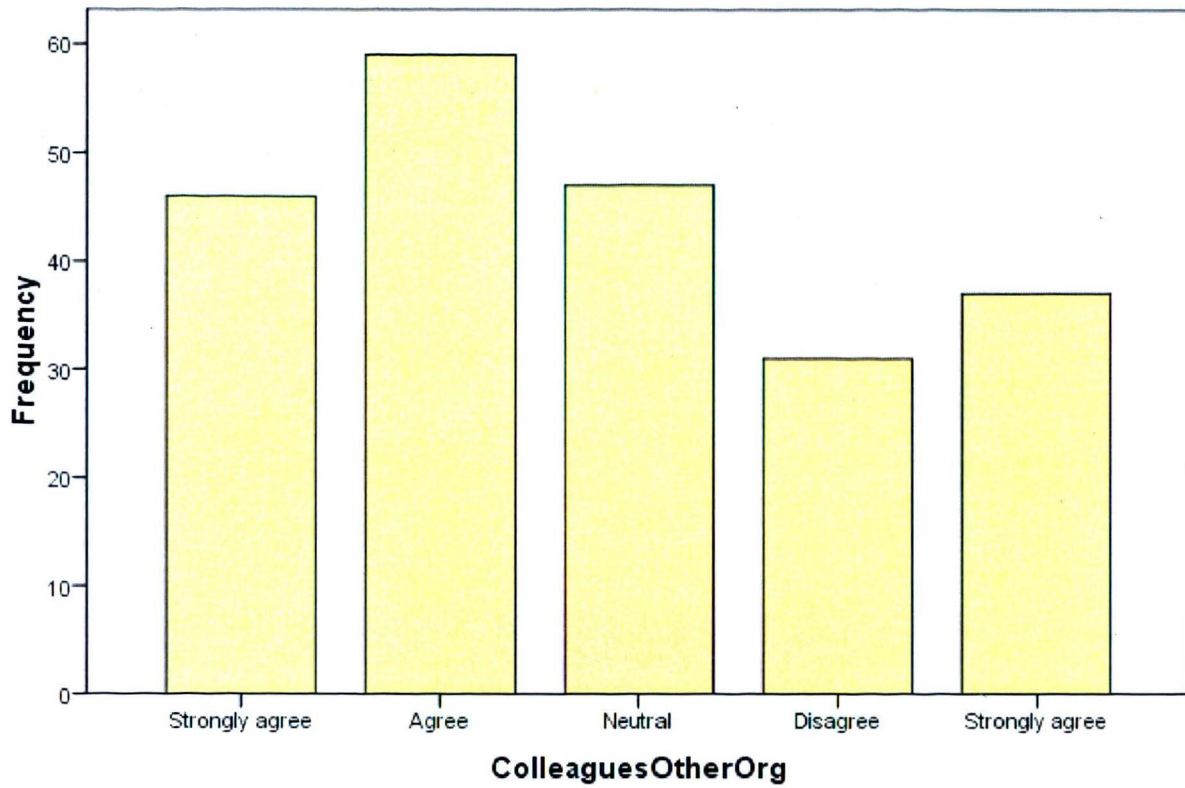
### IndividualsYourOrganization



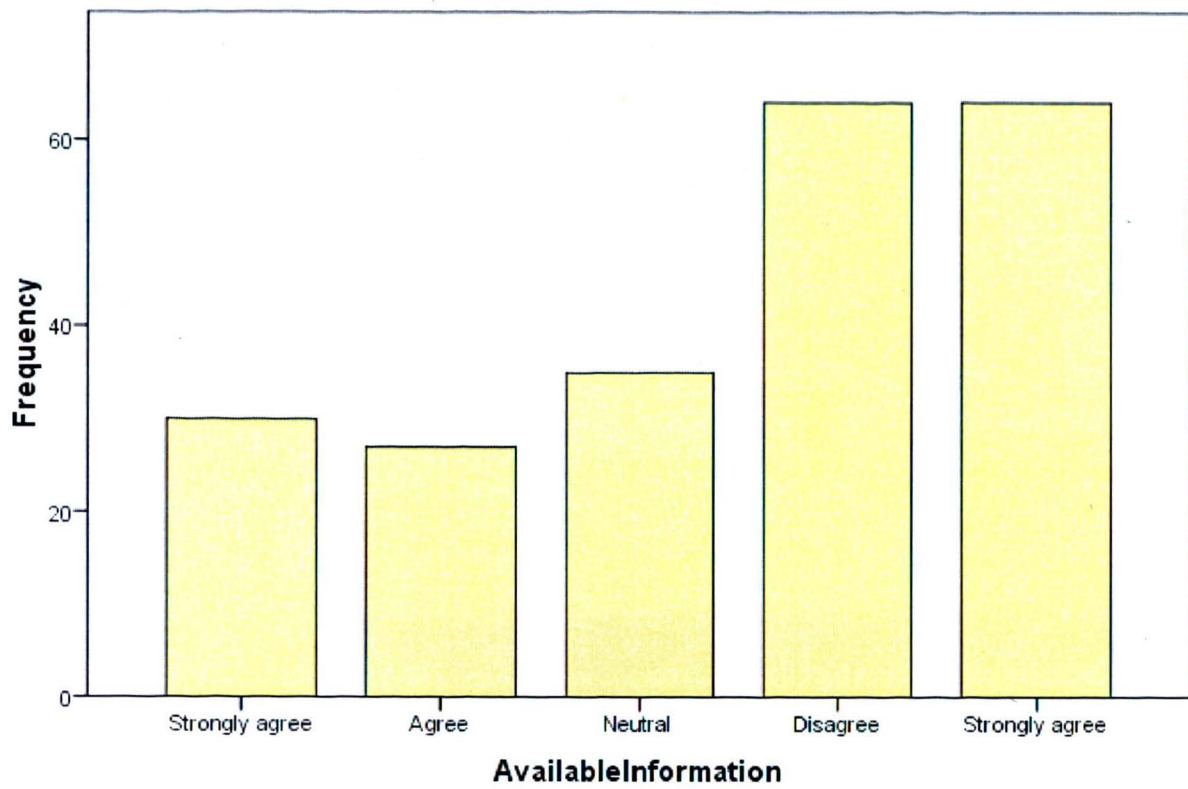
**MangersHighLevel**



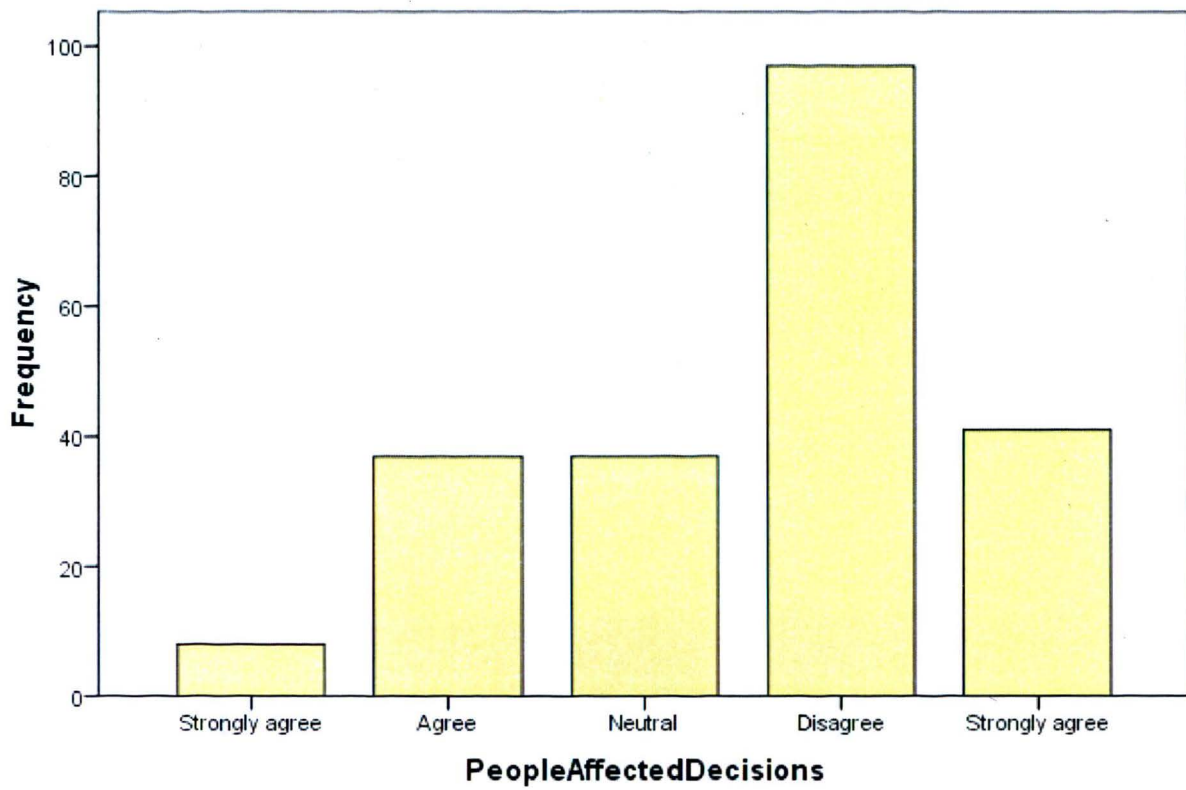
### ColleaguesOtherOrg



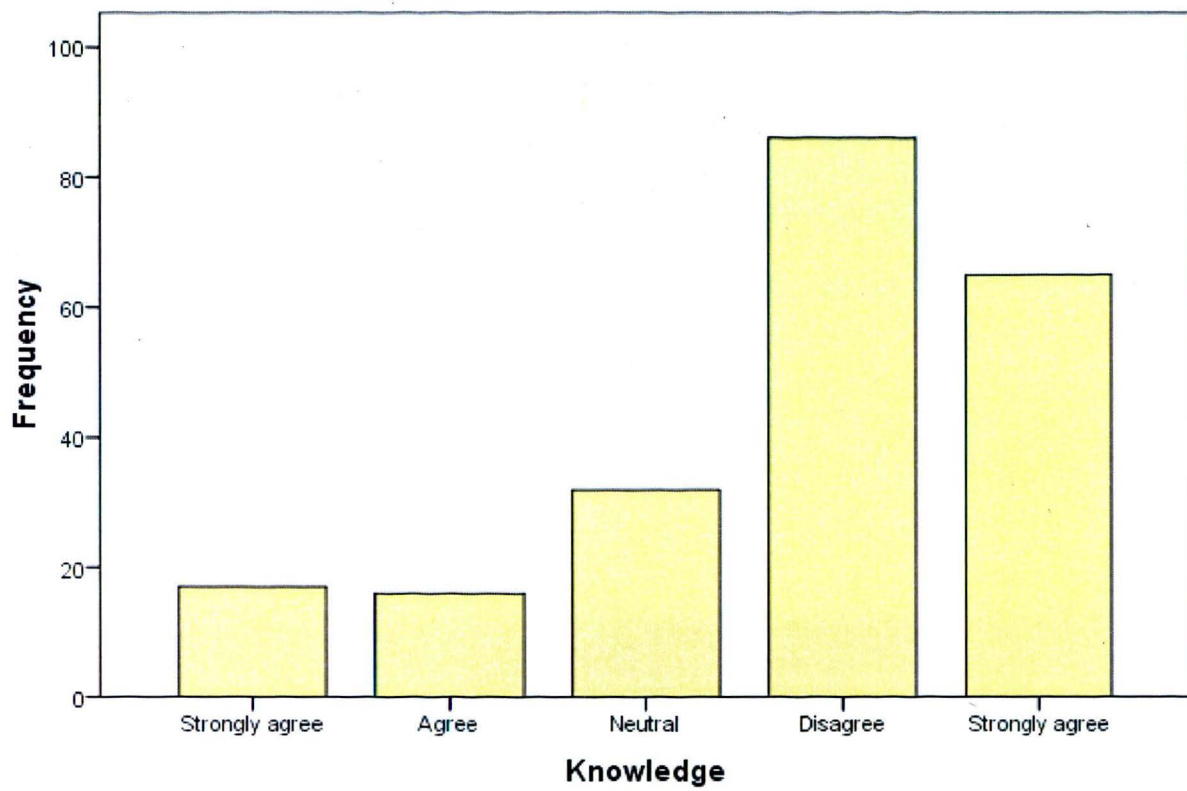
### AvailableInformation



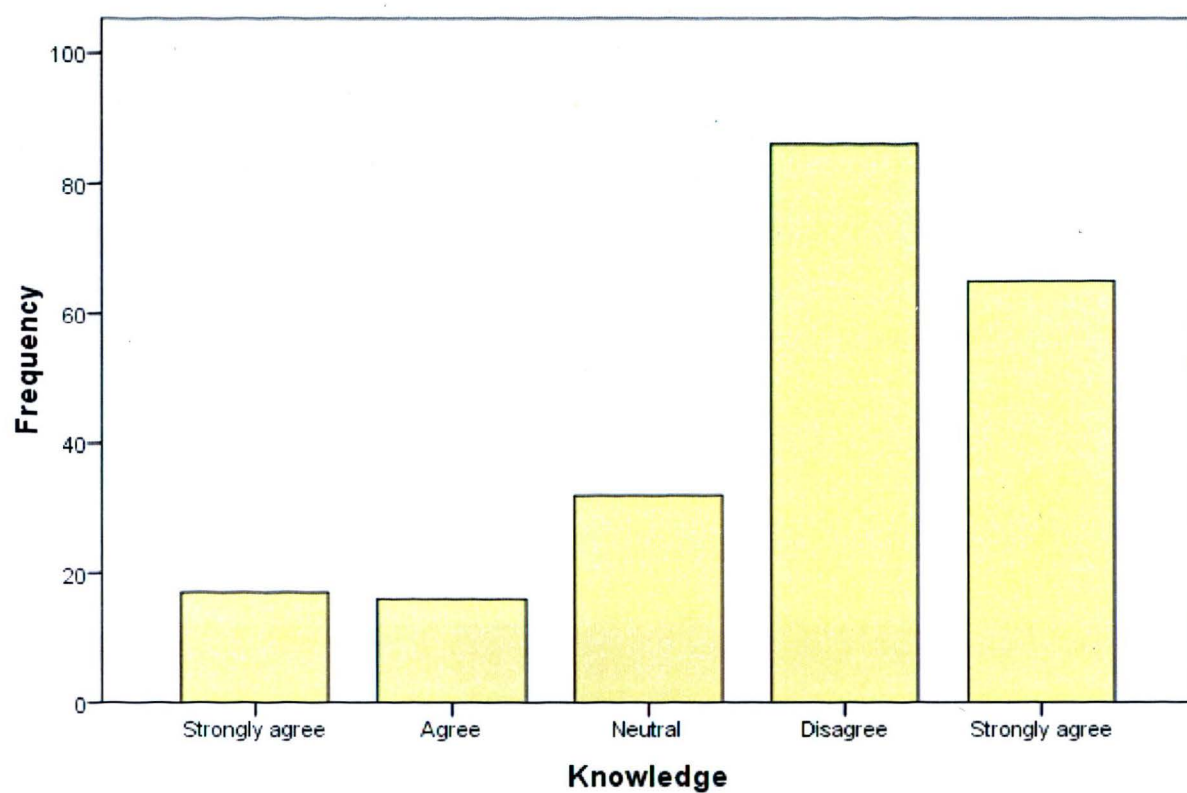
### PeopleAffectedDecisions



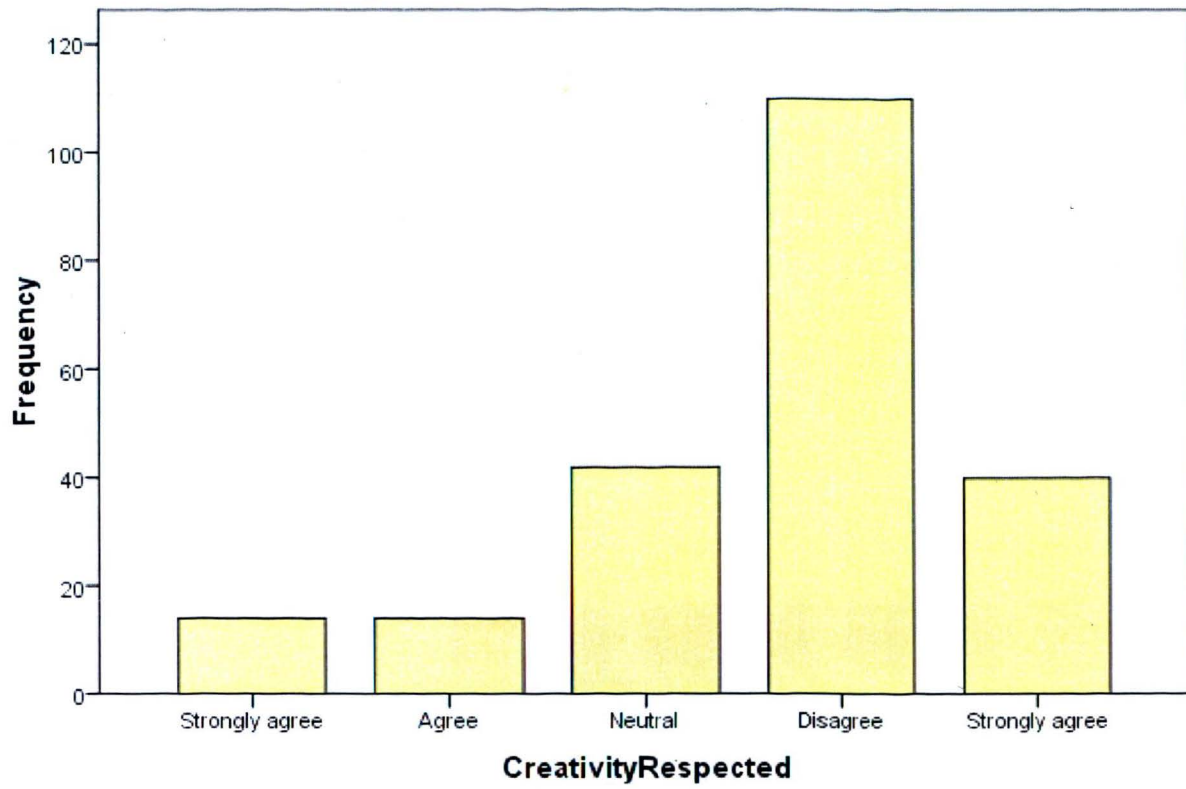
## Knowledge



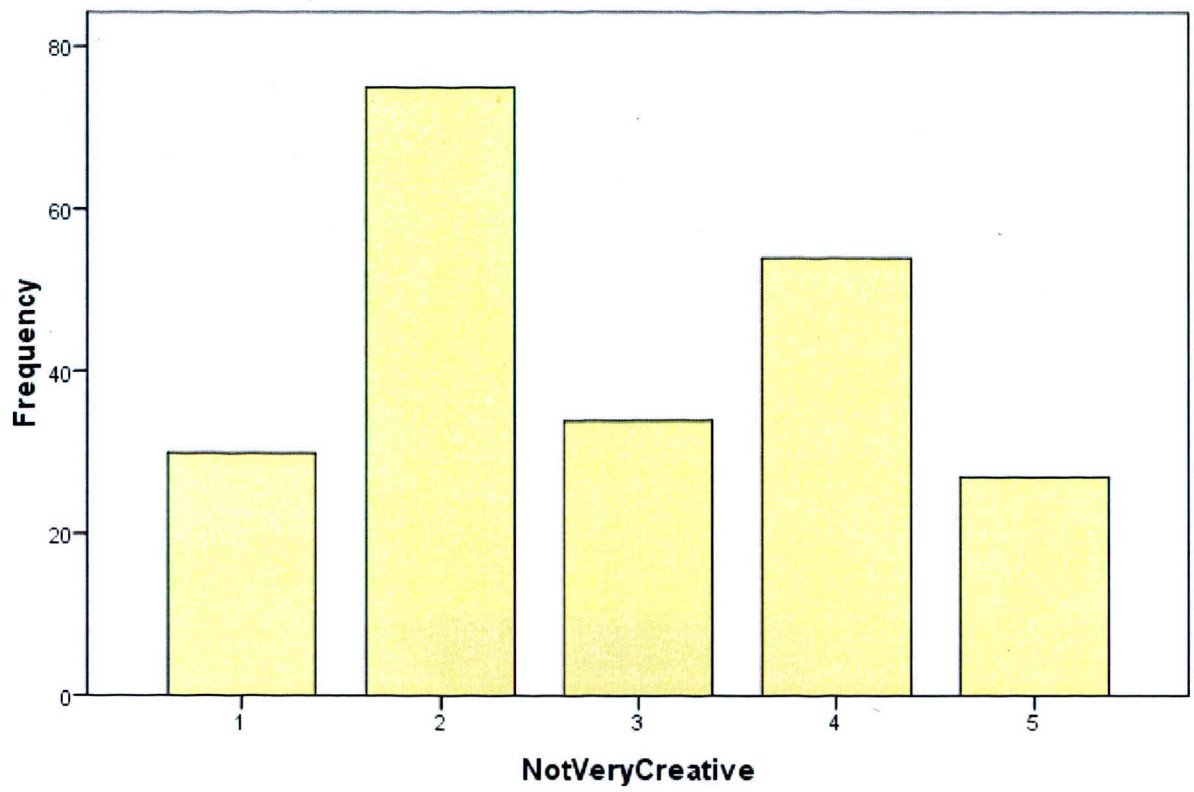
## Knowledge



### CreativityRespected



### NotVeryCreative



# IndividualsOtherOrganization

