THE INFLUENCE OF INFORMATION TECHNOLOGY ON JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT

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Abstract

This paper presents the results of a study of the impact of information technology (IT) on job satisfaction (JS) and organizational commitment (OCM) in companies in Serbia. To measure the state of information technology in companies in Serbia, six items were defined: the possession of modern IT, using (i.e., the application of) modern IT, use of modern IT, the training of employees to work with modern IT, the motivation of employees to work with modern IT, and the importance that management places on modern IT. The research relates to the study of the impact of such defined information technology items on job satisfaction and organizational commitment. The data were obtained from a questionnaire completed by N = 380 middle managers from 102 companies in Serbia. The main conclusions of the research are as follows. The average values for the items of information technology are slightly above the average, indicating the good state of information technology in companies in Serbia. The perspective is also good, because the highest average value is for the importance that management places on modern IT. All correlations between information technology items and the observed organizational performance (job satisfaction dimensions and organizational commitment dimensions) are statistically significant, strong, and positive. The most important correlations of information technology are with the following items: the motivation of employees to work with modern IT, the importance that management places on modern IT, and use of modern IT. From the observed organizational performance, the strongest correlations are with communication, nature of work, and organizational identification. Furthermore, regression analysis shows a predictive effect of information technology items on the observed organizational performance. Of all independent variables, the impact of the motivation of employees to work with modern IT is especially evident, as is

the role of the importance that management places on modern IT. The recommendations to top managers are to continuously and systematically invest in the purchase and maintenance of modern information technology, and to motivate employees to work with modern information technology. The effects of these investments and efforts will be reflected through better business results, and the improvement of the level of numerous organizational performance indicators, such as job satisfaction and organizational commitment of employees.

Keywords: *information technology, job satisfaction, organizational commitment, Serbia*

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1. INTRODUCTION

Numerous studies point to the importance of information technology users' satisfaction; the satisfaction of users of information technology is even considered as a surrogate of performance in information technology (Delone & McLean, 1992). McMurtrey, Grover, Teng, & Lightner (2002) showed that information technology has a greater effect on the satisfaction of employees with dominant technical professional orientation than those with managerial orientation. Maroofi, Rastad, & Amjadi (2015) showed that information technology does not have a direct impact on job satisfaction (JS) unless the company has a high level of technology orientation. In addition, their results indicate that administrative skills simplify the effects of information communication technologies on employee satisfaction.

Danziger & Dunkle (2004) showed that as the amount of work performed by employees based on computer work increases, their job satisfaction decreases. Likewise, job satisfaction increases with the increase in the sense of independence in work and with associates and decreases with increasing hours of work on a computer. The application of information technology in the work process has contributed to the elimination of boundaries between work and private life (Wright et al., 2014). Some employees consider IT to be a convenient means of connecting with work in the home environment, which is why their job satisfaction is greater. According to (Hu & Kapucu, 2016), the level of use of information technology of the organization should correspond to the organizational goals, mission of the company, the structure and capacity of the company, and the role of the company in communication and coordination with other companies. All this indicates that the application of information technology needs to be approached in an optimal way.

The job satisfaction and commitment of employees have certain points in common. Lumley (2011) examined the impact of information technologies on job satisfaction and organizational commitment (OCM). According to that study, positive results can be expected in circumstances in which, through the appropriate application of information technology, an environment is created that encourages employees to remain in their organizations. It is also important, with the support of the information technology environment, to create the conditions in which employees consider their work tasks to be important, are satisfied with their salary, and have an attitude that encourages collaboration in the workplace. In addition, opportunities for career development and business policy that supports family also impact on the increase of organizational commitment of employees in the information technology environment. At the same time, job characteristics do not have an impact on job satisfaction and commitment. Furthermore, the organizational belief system significantly affects the level of organizational commitment among employees/users of information technology (Chandna & Krishnan, 2009).

It is easy to conclude that modern information technologies have a great influence on numerous types of organizational and business performance in companies, and therefore are of great importance for companies. This paper examines the impact of information technologies on job satisfaction and organizational commitment in companies in Serbia. Such research is of great importance, especially because in Serbia special attention has not yet been paid to such research.

2. LITERATURE REVIEW

2.1 Information technology

Information technologies have become an important strategic resource for organizations. They provide the gathering of information, which is important for good decision-making (Galbraith, 2012). Delone and McLean (1992) established a categorization of information technology performance based on 180 studies that deal with the impact of information technology on an organization. In the opinion of these authors, the categorization of information technology performance in companies includes six major dimensions: quality of information technology, quality of information, use of information technology, customer satisfaction (employees), individual impact, and the influence of the organization. In addition, there are opinions that maintaining the technological competitiveness of companies is a responsibility that should be shared by all management team members (Smith, 1996).

Orlikowski and Baroudi (1991) investigated 155 papers published in the period 1983–1988 in the field of information technology. Based on that research, these authors believe that the explanation for the phenomenon of information technologies needs to be viewed in terms of the relationship between information technology, people, and organizations from multiple perspectives. In addition, Orlikowski (1991) examined the impact of information technology on changes in the process of control and organization, and the results showed that information technology strengthens existing forms of organization and facilitates the intensification and fusion of existing control mechanisms.

Devaraj and Kohli (2003) reviewed existing research studies dealing with the effect on organizational performance of investments in information technology. This is an important issue because previous studies by various authors failed to identify this impact. However, unlike other studies, Devaraj and Kohli (2003) did not focus on investments in information technology, but on the use of information technology. The results showed that the use of information technology was the key to improving organizational performance.

2.2 Job Satisfaction

Job satisfaction is the attitude people have toward their work. This attitude can be positive or negative, depending on what kind of feelings an employee has toward his/her job. The attitude of employees to the job is often thought of as job satisfaction. These two terms are often used as synonyms (Robbins & Judge, 2009). The attitude toward the job is the result of the perception of one's work and the degree of maturity of individual and organizational expectations (Postrel, 1999). Janićijević (2008) pointed out that, of all employee attitudes, their attitude toward work is the most important.

Locke (1976: 1302–1304) defined job satisfaction as a "satisfactory or positive emotional state resulting from the assessment of job or work experience." According to Spector (1997), job satisfaction is a person's evaluation of his or her job and work context, i.e., an attitude reflecting how well people like or dislike their jobs. According to Kinicki & Kreitner (2006: 164), "job satisfaction is an affective or emotional response to different aspects of one's own business." According to these authors, job satisfaction is not a single concept; employees can be satisfied with some aspects of their job but they can be dissatisfied with some other aspects of the job.

Researchers recognize job satisfaction as a general or global concept, which includes different aspects or dimensions (Judge, Parker, Colbert, Hiller, & Ilies, 2001; Spector, 1997). There is an opinion that employees can be productive only if they are satisfied, and that the success of the organization cannot be achieved if employees are dissatisfied. For this reason, job satisfaction is one of the most explored topics in the field of organizational behavior.

2.3 Organizational commitment

Organizational commitment shows the degree to which individuals are identified with the organization and are involved in achieving the goals of the organization (Kinicki & Kreitner, 2006). Similarly, according to Robbins & Judge (2009), organizational commitment is defined as a situation in which an employee identifies with a particular organization

and its goals and wants to remain a member of that organization. Managers should increase employee satisfaction and thus contribute to reaching a higher level of commitment. In fact, organizational commitment can be understood as an extended form or a higher level of job satisfaction (Janićijević, 2008).

Commitment is the active link of the employee with the organization. In this relationship, the individual is willing to give up something for the benefit of the organization (Mowday et al., 1979). Consequently, commitment is more than employee loyalty toward an organization. In organizational commitment, employees feel positive attitudes not only toward their work but also toward the organization and/or some of its members (Janićijević, 2008). With organizational commitment, employees feel deep commitment to the organization or some of its members. Employees are then ready to make sacrifice for their organization.

Based on previous considerations, in this paper, four hypotheses are set:

H1: There are statistically significant correlations between information technology items and dimensions of job satisfaction.

H2: There are statistically significant correlations between information technology items and dimensions of organizational commitment.

H3: There is a statistically significant predictive effect of information technology items on the dimensions of job satisfaction.

H4: There is a statistically significant predictive effect of information technology items on the dimensions of organizational commitment.

3. METHODOLOGY

3.1 Sample and data analysis

The respondents were middle managers employed in companies in Serbia. Middle managers filled out questionnaires. A total of N = 380 middle managers from 102 companies completed the questionnaires. Middle managers were used as respondents because they have contacts with both top management and other employees at the same time. In this way, middle managers have better insight into and knowledge of the business, results and perspectives of the company than do other employees.

3.2 Operationalization and measure validation

Information Technology. In this paper, questions to measure information technology were established on the basis of theoretical considerations and relevant aspects of the observation of information technology. Thus, many references point to the importance of the degree of application of information technologies (Bajkiewicz, Kraus, & Hong, 2011; Schultz, Utz, & Göritz, 2011). In addition, a number of studies explored the importance of employees' training and motivation to work with modern information technologies (Jacoby, 1977; Keller & Staelin, 1987; Iselin, 1993). All this has added a question about the importance that the management of the company attaches to information technologies. In this way, six items were finally defined that represent the state of information technology in companies. Respondents gave their answers via a five-point Likert scale. The following terms were defined (Mitić, 2016; Mitić, Nikolić, Jankov, Vukonjanski, & Terek, 2017):

1. My company has the most advanced information technology. (IT1 - Possession of modern IT).

2. In my company, modern information technologies are used to a great extent. (IT2 - Using (i.e., the application of) modern IT).

3. In my company, advanced information technologies significantly improve the quality, efficiency, and effectiveness of work. (IT3 - Benefits gained from modern IT).

4. The employees in my company are well trained to work with modern information technologies. (IT4 - Training employees to work with modern IT).

5. The employees in my company are highly motivated to work with modern information technologies. (IT5 - Motivation of employees to work with modern IT).

6. In my company, the top management attaches great importance to modern information technologies. (IT6 - The importance management places on modern IT).

For the measurement of job satisfaction, the Employee Satisfaction Testing Questionnaire was used (Spector, 1985). The items are grouped into nine dimensions that assess the attitudes of employees toward their jobs and to certain aspects of their jobs: pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, coworkers, nature of work, and communication. Respondents give their answers on a six-point Likert scale.

To measure organizational commitment, an instrument developed by Cook and Wall (1980) was used. This instrument measures three dimensions of organizational commitment using nine items. Dimensions are as follows: organizational identification, organizational involvement, and organizational loyalty. The responses were evaluated on a scale of 1–5.

4. RESULTS

4.1 Descriptive statistics

Descriptive statistics for information technology items, dimensions of job satisfaction, and organizational commitment are shown in Table 1. The table lists the items and dimensions; abbreviations, mean value, and standard deviation for each item and dimension; and Cronbach's alpha for each dimension. The values of Cronbach's alpha range from $\alpha = 0.749$ to $\alpha = 0.927$.

4.2 Correlation analysis

Coefficients of the correlation between information technology items and the dimensions of job satisfaction are given in Table 2. The Pearson correlation is used, and all observed correlations are statistically significant at $p < 0.01$.

Table 1. Descriptive statistics for all items and dimensions

	Abbr.	N	Min	Max	Mean	Std. Deviation	α
Possession of modern IT	IT1	380	1	5	3.45	1.169	
Using (application of) modern IT	IT2	380	1	5	3.51	1.236	
Use from modern IT	IT3	380	1	5	3.47	1.227	
Training of employees to work with modern IT	IT4	380	1	5	3.39	1.196	
The motivation of employees to work with modern IT	IT5	380	1	5	3.49	1.181	
The importance that management gives to modern IT	IT6	380	1	5	3.57	1.195	
Information technologies (dimension)	IT	380	1.00	5.00	3.4785	1.02743	0.927
Pay	JS1	380	1.00	6.00	4.1954	1.09123	0.749
Promotion	JS2	380	1.00	6.00	4.2489	1.12466	0.790
Supervision	JS3	380	1.00	6.00	4.4013	1.06615	0.764
Fringe benefits	JS4	380	1.00	6.00	4.2257	1.16438	0.793
Contingent rewards	JS5	380	1.00	6.00	4.2638	1.17372	0.791
Operating procedures	JS6	380	1.00	6.00	4.3421	1.10456	0.753
Coworkers	JS7	380	1.25	6.00	4.4086	1.06610	0.763
Nature of work	JS8	380	1.00	6.00	4.3599	1.04575	0.764
Communication	JS9	380	1.00	6.00	4.3151	1.05998	0.771
Organizational identification	OCM1	380	1.00	5.00	3.6360	0.88072	0.796
Organizational involvement	OCM2	380	1.33	5.00	3.5684	0.94452	0.806
Organizational loyalty	OCM3	380	1.00	5.00	3.5439	0.88745	0.796

Table 2. Correlation coefficients between information technologies items and dimensions of job satisfaction

	JS1	JS2	JS3	JS4	JS5	JS6	JS7	JS8	JS9
IT1	0.273**	0.278**	0.340**	0.306**	0.304**	0.247**	0.286**	0.341**	0.345**
IT2	0.260**	0.267**	0.335**	0.285**	0.292**	0.205**	0.309**	0.349**	0.362**
IT3	0.291**	0.316**	0.382**	0.300**	0.312**	0.246**	0.340**	0.389**	0.409**
IT4	0.275**	0.282**	0.356**	0.264**	0.268**	0.222**	0.320**	0.331**	0.369**
IT5	0.334**	0.342**	0.380**	0.327**	0.335**	0.276**	0.356**	0.346**	0.393**
IT6	0.304**	0.331**	0.388**	0.300**	0.332**	0.280**	0.340**	0.385**	0.419**

**p < 0.01.

Coefficients of the correlation between information technology items and the dimensions of organizational commitment are given in Table 3. The Pearson correlation is used, and all observed correlations are statistically significant at p < 0.01.

4.3 Regression analysis

The predictive effect of information technologies items (independent variables) on dimensions of job satisfaction (dependent variables) was explored using multiple regression analysis. The results are shown in Table 4.

The predictive effect of information technologies items (independent variables) on the dimensions of organizational commitment (dependent variables) was examined using multiple regression analysis. The results are shown in Table 5.

5. CONCLUSION AND DISCUSSION

The descriptive statistics in Table 1 show that information technologies items have values that are above average (3.00 for this questionnaire). This can be considered satisfactory. It is especially positive that the best-rated item is the importance that management gives to modern IT (IT6). It is very important that top management recognizes the importance of using modern information technologies. Under such conditions, optimism is still justified in terms of further procurement and application of modern information technologies in Serbian companies, as well as in the effects that will be achieved. On the other hand, the worst-rated item is training of employees to work with modern IT (IT4). A weakness can be seen here that has not yet been completely overcome in companies in Serbia.

Table 3. Correlation coefficients between information technologies items and dimensions of organizational commitment

	OCM1	OCM2	OCM3
IT1	0.393**	0.343**	0.344**
IT2	0.401**	0.381**	0.346**
IT3	0.417**	0.392**	0.351**
IT4	0.421**	0.380**	0.369**
IT5	0.444**	0.397**	0.417**
IT6	0.479**	0.452**	0.422**

**p < 0.01.

Table 4. Regression analysis (Predictors: information technologies items;
Dependent variable: dimensions of job satisfaction)

Dependent variable	Independent variables						R2	F	Sig
	IT1	IT2	IT3	IT4	IT5	IT6			
	β								
JS1	0.124	−0.072	0.158	−0.123	**0.263**	0.056	0.132	9.443	0.000
JS2	0.118	−0.112	**0.226**	−0.154	**0.243**	0.103	0.148	10.801	0.000
JS3	0.126	−0.078	**0.210**	−0.049	0.149	0.147	0.193	14.859	0.000
JS4	**0.173**	−0.044	0.170	−0.185	**0.274**	0.030	0.141	10.240	0.000
JS5	0.146	−0.046	0.186	**−0.197**	**0.242**	0.102	0.151	11.054	0.000
JS6	**0.167**	−0.155	0.174	−0.140	0.189	0.115	0.106	7.377	0.000
JS7	0.056	−0.005	0.172	−0.068	**0.202**	0.090	0.154	11.297	0.000
JS8	0.112	−0.034	**0.249**	−0.094	0.077	**0.186**	0.190	14.592	0.000
JS9	0.084	−0.041	**0.235**	−0.068	0.122	**0.197**	0.216	17.099	0.000

Table 5. Regression analysis (Predictors: information technologies items;
Dependent variables: dimensions of organizational commitment)

Dependent variables	Independent variables						R2	F	Sig
	IT1	IT2	IT3	IT4	IT5	IT6			
	β								
OCM1	0.110	0.002	0.089	0.029	0.101	**0.261**	0.263	22.189	0.000
OCM2	0.031	0.063	0.096	0.015	0.045	**0.289**	0.226	18.198	0.000
OCM3	0.105	0.005	0.040	−0.010	**0.189**	**0.193**	0.209	16.404	0.000

Table 2 and Table 3 show correlations between information technology and job satisfaction and organizational commitment dimensions. All correlations are statistically significant, strong, and positive. Hypotheses H1 and H2 therefore are confirmed. Such results can be considered similar to the results of some other studies. For example, Limbu, Jayachandran, & Babin (2014) found that information and communication technologies indirectly affect job satisfaction. Navimipour and Soltani (2016) pointed to the importance of adopting technology and the impact of technology acceptance on organizational performance. Similarly, according to Wu, Dong, Chang, & Liao (2015), information technology has a significant impact on organizational performance.

From the items of information technology, the most powerful correlations are items IT5 (the motivation of employees to work with modern IT), IT6 (the importance that management gives to modern IT), and IT3 (use from modern IT). Motivation of employees to work with modern information technologies is basically the motivation of employees. Consequently, the motivation of employees is directly related to numerous types of organizational performance that are related to human resources, which entail job satisfaction and commitment. Furthermore, if the management of the company largely attaches importance to modern information technologies, this obviously creates an atmosphere of open and dynamic, internal and external, as well as horizontal and vertical communications. All this

contributes to greater job satisfaction and greater commitment. The benefit of modern information technologies is the measure to which information technologies raise the quality, efficiency, and effectiveness of work in the company. In addition, IT3, use from modern IT, is a dynamic item that represents a concrete output and is the result of information technology in a company. It is therefore clear that this type of item has a greater impact than the items that describe the state and contain, in some way, static components. This is why IT1, possession of modern IT, and IT2, using (application of) modern IT, have the weakest correlations with the observed dimensions (although they are statistically significant).

From the job satisfaction dimensions, the strongest correlations occur with JS9, communication, and JS8, nature of work. It is obvious that quality information technology directly raises the quality of communication in the organization, and therefore increases communication satisfaction. Furthermore, information technology can be very important for certain types of business, and therefore a high level of information technology also raises the satisfaction of employees whose work depends on information technology. On the other hand, the weakest correlations occur with the dimensions JS6, operating procedures, and JS1, pay. Information technologies do not have such a significant impact on the salaries of employees; pay depends on many other factors. Operating procedures are also under the influence of other factors; above all, they depend on good operational efficiency, organization, and internal logistics in the company.

When it comes to the dimensions of organizational commitment, the strongest correlations are achieved by OCM1, organizational identification, and the weakest by OCM3, organizational loyalty. Information technology can help employees better identify themselves with their organization. However, when it comes to loyalty to the organization, information technology does not have such an impact. In fact, organizational loyalty has the lowest average grade of the dimensions of organizational commitment. The reasons for the low average grade point to the conclusion that information technologies cannot significantly contribute to organizational loyalty, especially in companies in Serbia.

Table 4 and Table 5 show the results of the regression analysis. Information technology items are independent variables, whereas the dimensions of job satisfaction and the dimensions of organizational commitment dependent variables. The regression analysis shows that the most powerful predictive effect of all information technology items are items IT5 (the motivation of employees to work with modern IT), IT6 (the importance that management gives to modern IT), and IT3 (use from modern IT). These results are completely consistent with the results of the correlation analysis. Without the motivation of employees, they cannot be satisfied with and committed to their jobs. The important role of item IT5, the motivation of employees to work with modern IT, is in accordance with the results of existing research. For example, the acceptance of information technologies and the motivation to work with information technologies are extremely important, as stated in a number of references (Mitchell, Gagné, Beaudry, & Dyer, 2012; Lee, 2010; Navimipour & Soltani, 2016; Navimipour & Zareie, 2015; Han, Park, Chung, & Lee, 2016). Additionally, the support of top management and the effects of information technology applications are definitely preconditions that define the basis for job satisfaction and employee commitment.

According to Table 4 and Table 5, the corrected determination index R^2 has values in the range 0.106 to 0.263. All observed dependent variables had statistically significant values of the index of determination R^2. These results confirm the predictive effect of information technology (independent variables) on the dimensions of job satisfaction and the dimension of organizational commitment (dependent variables). In this way, hypotheses H3 and H4 are confirmed.

Table 4 indicates that the strongest predictive effect of all items of IT on the dimensions of job satisfaction are IT5 (the motivation of employees to work with modern IT), IT3 (use from modern IT), and IT6 (the importance that management gives to modern IT). The highest values of R^2 are for dimensions JS9 (communication), JS3 (supervision), and JS8 (nature of work). The lowest value of R^2 is for dimension JS6, operating procedure. These results are in line with the results of the correlation analysis between the information technology items and the job satisfaction dimensions.

According to the results from Table 5, the strongest predictive effect of all items of IT on the dimensions of organizational commitment are IT6, the importance that management gives to modern IT, and IT5, the motivation of employees to work with modern IT. The highest value of R^2 is for dimension OCM1, organizational identification, and the lowest value of R^2 is for OCM3, organizational loyalty. These results are consistent with the results of the correlation analysis between the information technology items and the dimensions of organizational commitment.

The average values for the information technologies items are slightly above average, indicating a good state of information technologies in companies in Serbia. The perspective is also good, because the highest average value is for item IT6, the importance that management gives to modern IT. In fact, if the management in companies recognizes the importance of information technology, then there is genuine optimism that the level of observed information technologies items will increase.

All the correlations between information technology items and observed organizational performance (dimensions of job satisfaction and organizational commitment) are statistically significant, strong, and positive. The most important correlations of information technology are for the following items: IT5, the motivation of employees to work with modern IT; IT6, the importance that management gives to modern IT; and IT3, use from modern IT. From the observed organizational performance, the strongest correlations are for JS9, communication; JS8, nature of work; and OCM1, organizational identification.

Regression analysis shows that there is a predictive effect of items of information technology on the observed organizational performance. Of all independent variables, the impact of IT5, the motivation of employees to work with modern IT, and IT6, the importance that management gives to modern IT, are especially evident.

Top managers must be aware of their great impact in the information technology sphere. They need to devote adequate attention to modern information technologies in their companies. The recommendation to top managers is to continuously and systematically invest in the purchase and maintenance of modern information technologies, and to motivate employees to work with modern information technologies. The effects of these investments and efforts will be reflected through better business results, as well as improvement of the level of numerous organizational performance indicators, such as job satisfaction and organizational commitment of employees.

EXTENDED SUMMARY / IZVLEČEK

Članek obravnava rezultate študije o vplivu informacijske tehnologije (IT) na zadovoljstvo zaposlenih (JS) in pripadnost zaposlenih (OCM) v podjetjih v Srbiji. Za merjenje stanja informacijske tehnologije v podjetjih v Srbiji je bilo opredeljenih šest postavk: posedovanje sodobne informacijske tehnologije, vključevanje sodobne informacijske tehnologije v podjetje, uporaba sodobne informacijske tehnologije, usposabljanje zaposlenih za delo s sodobno informacijsko tehnologijo, motivacija zaposlenih za delo s sodobno informacijsko tehnologijo in pomen, ki ga uprava daje sodobni informacijski tehnologiji. Raziskava se nanaša na preučevanje vpliva informacijskih tehnologij na zadovoljstvo pri delu in organizacijsko pripadnost. Podatki so bili pridobljeni s pomočjo vprašalnika, ki ga je izpolnilo 380 vodij iz 102 podjetij v Srbiji. Glavni zaključki raziskave so pokazali, da so povprečne vrednosti za postavke informacijske tehnologije nekoliko nad povprečjem lestvice, kar kaže na dobro stanje informacijske tehnologije v srbskih podjetjih. Dobro je tudi stališče o sodobni informacijski tehnologiji, saj ima najvišjo povprečno vrednost prav postavka pomena, ki ga uprava daje slednji. Vse korelacije med postavkami informacijske tehnologije in opazovano organizacijsko uspešnostjo

(razsežnosti zadovoljstva pri delu in dimenzije pripadnosti organizaciji) so statistično značilne, močne in pozitivne. Najpomembnejše korelacije informacijske tehnologije je moč opaziti z naslednjimi postavkami: motivacijo zaposlenih za delo s sodobno informacijsko tehnologijo, s pomenom, ki ga uprava daje sodobni informacijski tehnologiji in s postavko uporabe sodobne informacijske tehnologije. Pri opazovanju organizacijske uspešnosti so najmočnejše korelacije s komunikacijo, naravo dela in identifikacijo z organizacijo. Regresijska analiza je potrdila predvideni učinek postavk informacijske tehnologije na opazovano organizacijsko uspešnost. Od vseh neodvisnih spremenljivk je še posebej očiten vpliv motivacije zaposlenih za delo s sodobno informacijsko tehnologijo, prav tako ima velik pomen tudi pomembnost, ki jo uprava pripisuje sodobni informacijski tehnologiji. Najvišjim menedžerjem je priporočeno stalno in sistematičo vlaganje v nakup in vzdrževanje sodobne informacijske tehnologije ter motiviranje zaposlenih za delo s slednjo. Učinki teh naložb in prizadevanj se bodo odražali v boljših poslovnih rezultatih in z izboljšanjem številnih organizacijskih kazalnikov uspešnosti, kot so zadovoljstvo pri delu in organizacijska pripadnost zaposlenih.

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