Chapter VI
Developing Success Measure for Staff Portal Implementation

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ABSTRACT
The last decade has seen the proliferation of business-to-employee (B2E) portals as integrated, efficient, and user-friendly technology platform to assist employees to increase their productivity, as well as for organizations to reduce their operating costs. To date, very few studies have focused on determining the extent to which the portal implementations have been successful. Such a study is crucial, considering that organizations have committed large investments to implementing the portals and they would certainly like to see the return on their investments. Our study aims to develop a scale for measuring user satisfaction with B2E portals. The four steps of scale development: conceptual model development, item generation, content validation, and an exploratory study, are reported in this chapter. Evidence about reliability, content validity, criterion-related validity, convergent validity, and discriminant validity is presented.

MOTIVATION FOR DEVELOPING MEASUREMENT
Business-to-employee (B2E) portals have been widely implemented across industries in the past decade (Cedar Crestone Survey, 2007). This system, more commonly known as staff portal, integrates a number of applications such as e-mail, reporting tools, employee self service (ESS) and manager self service (MSS), and presents them in a customized and personalized interface to the users. More importantly, users can access
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the portal at any time and anywhere from their
desktops, notebooks, or even personal digital
assistants (PDAs) through the Internet connection.
The flexibility offered by the portals allows
them to be the desktop medium through which
employees can perform their work-related and
personal-related tasks. B2E portals have also met
with the approval of a number of organizations
such as IBM, Toshiba, HP, General Motors, and
Ford, to name a few. This is attributed to their
perceived potential benefits, namely, improved
corporate communication, increased competitive
advantage, increased employee productivity, and
reduced organizational costs (Sugianto & Tojib,
2006). In particular, the self-service model intro-
duced by the portal is very attractive, providing
convenience for the employees, and cost savings
for the organizations.

Despite these substantial benefits, there are
still some drawbacks associated with portal
implementation, particularly when B2E portals
promote a new way of working and communication
among employees, which can directly influence
employees’ work practices. For instance, the
automation of business processes may discourage
employees who are used to a paper-based culture
to use the portal, as they will have less time
for meeting and socially interacting with their
colleagues in person. Moreover, the ability to
access the portal at any time anywhere may imply
that a stronger work commitment is demanded of
the employees. All these concerns may inhibit the
portal usage within the workplace, which in turn
will influence the success of portal implementation.
Thus, an accurate success measure is required to
assist organizations in assessing the value of such
portal implementation.

There have been a number of approaches for
measuring the success of Information Systems
(IS) such as system quality (Srinivasan, 1985),
information quality (Mahmood & Medewitz,
1985), system use (Igbaria, Pavri & Huff,
1989), individual impact (Bergeron, 1986),
organizational impact (Jenster, 1987), and user
satisfaction (Baroudi & Orlikowsky, 1988). Having reviewed these different methods of
measuring IS success, the two most frequently
used are user satisfaction and system use (Galletta
& Lederer, 1989). However, since the use of B2E
portal is usually not mandatory, measuring B2E
portal success through system use may be of
limited value. Hence, in our study, we adopted
the user satisfaction concept when developing a
perceptual measure of B2E portal success.

Extensive research has been done in the past
on the measurement of user satisfaction. Since
the 1980s, considerable conceptual and empirical
studies have been devoted to establishing a
standard user satisfaction scale. The scales of
Bailey and Pearson (1983) and Doll and Torkzadeh
(1988) are those most frequently adopted or
adapted when measuring user satisfaction with
IS applications (Wang, Tang & Tang, 2001).
The former was initially developed to measure
general user information satisfaction for the
traditional data processing (TDP) environment,
while the latter was developed to measure user
satisfaction with specific application for the
end user computing (EUC) environment. Apart
from these scales, previous researchers have
developed user satisfaction scales for different
types of applications such as enterprise resource
planning (ERP) systems (Calisir & Calisir, 2004),
knowledge management systems (Ong & Lai,
2004), and asynchronous electronic learning
systems (Wang, 2003).

Our review of the literature that addresses user
satisfaction measurement showed that studies
which specifically examine user satisfaction
with the B2E portal are virtually non-existent.
The existing user satisfaction scales in the IS
field are not entirely appropriate for measuring
user satisfaction with the B2E portal. Firstly,
both the Bailey and Pearson (1983) and Ives et al.
(1983) scales were designed to measure general
user satisfaction in the TDP environment. These
scales tend to overlook environments in which
end users have less direct interaction with the IS