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EVALUATION OF SAP IMPLEMENTATION ACCEPTANCE WITH THEORY OF PLANNED BEHAVIOR AT PT KERETA API INDONESIA (PERSERO)

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ABSTRACT
PT Kereta Api Indonesia (Persero) is a State-Owned Enterprise (BUMN) that has the leading business process to provide, manage, and regulate rail services in Indonesia. SAP is one software that can support the company's business processes. SAP implementation has been carried out since 2012 until now. In implementing a system, success or failure can be assessed on non-technical aspects; namely, the user can accept and operate SAP properly. Thus, this study will analyze the success of SAP implementation, namely how, the attitude of users in accepting the use of SAP at PT Kereta Api Indonesia (Persero) using the theory of planned behavior models. The variables in this study are attitudes, perceived behavioral control, behavioral intentions, subjective norms, and behavior. In this study, behavioral intention and behavior explain how individuals operate SAP. Meanwhile, attitudes, subjective norms, and perceived behavioral control affect the individual's intention to operate SAP, and behavior is influenced by behavioral intentions. Data collection was carried out by distributing questionnaires to a number of respondents, as many as 20 SAP users at PT Kereta Api Indonesia (Persero). Data processing uses smartPLS 3.3.9 with a partial least square (PLS) approach. Hypothesis testing was carried out with a significance level of 0.05, and the results obtained were that attitude (attitude) had a positive and significant effect on behavioral intentions (intentions), behavioral intentions had a positive and significant influence on behavior, subjective norms, and behavioral control had a negative effect on behavioral intentions in using SAP.

I. INTRODUCTION

PT Kereta Api Indonesia (Persero), known as KAI, is a State-Owned Enterprise (BUMN) that provides rail transportation services in Indonesia [1]. To fulfill business process needs, PT KAI applies information technology, one of which is SAP. The modules implemented are human resources, payroll, and others. In addition to SAP, PT KAI also uses other platforms, namely web, and mobile-based e-offices, making it easier for employees to access them. The use of the e-office has been going on since 2015 to balance the company's operational needs, and the e-office is considered to have met the company's needs. Its use has no serious problems. In contrast to the use of SAP which is quite complicated for new users. Errors in the use of applications can delay companies in making decisions. In addition to SAP, PT KAI also uses other platforms, namely web, and mobile-based e-offices, making it easier for employees to access them. The use of the e-office has been going on since 2015 to balance the company's operational needs, and the e-office is considered to have met the company's requirements. Its use has no severe problems in contrast to the use of SAP which is quite complicated for new users. Errors in the services of application can delay companies in making decisions. In implementing the new system, PT Kereta Api Indonesia can improve the efficiency of the company's performance. SAP is a solution that can integrate the company's business processes to compete with other competitors. Implementing SAP's advantages include accelerating business process performance, increasing data accuracy, increasing integration between functional areas, improving work completion, and making easy decisions. SAP is a real-time information system that provides information. The application of technology in the company sometimes appears to have several problems, such as the user's lack of knowledge and experience in using technology. The success or failure of implementing a system is assessed from a technical and non-technical perspective. The technical aspect is categorized into the information technology used to function correctly or not. In comparison, the non-technical element is related to the perception of information technology users, which causes users to accept or refuse to use

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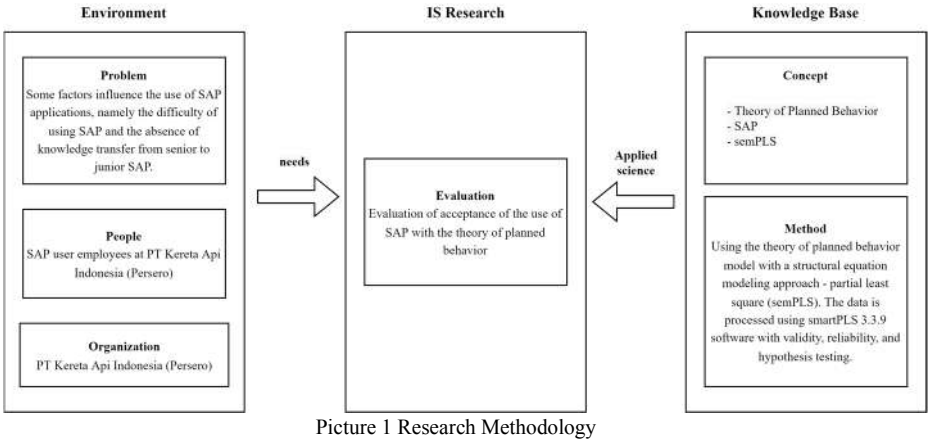
the information technology. One of the causes of failure in implementing the new system is the lack of user acceptance. Not being satisfied with using the SAP application because it is difficult to use is also offset by the lack of human resources that are not reliable in use can lead to failure in the implementation of the SAP application [2]. The importance of acceptance of information technology has a significant impact on companies. Various models are used to explain users' acceptance, adoption, and use of information technology. One of the underlying theories regarding the use of information technology is the theory of planned behavior (TPB) [3]. This study will predict, explain, and determine the factors influencing behavioral intention and behavior to accept and use SAP applications in completing work [4]. The purpose of using the theory of planned behavior model is to analyze the variables or constructs contained in the TPB modeling and whether it affects the use of SAP applications or not at PT. Kereta Api Indonesia. This theory was developed from the previous theory, namely the theory of reasoned action (TRA). In TPB modeling, perceived behavioral control constructs added influence a person's use of SAP applications. Construct perceived behavior control explains the reasons that influence individual behavior in using SAP applications which are influenced by factors such as the ability to use SAP applications and experience in using SAP applications. From these factors, the user can conclude whether the system is easy to use or not. Thus, it is hoped that the research model used can provide information about the main factors that affect causes individuals who have behavioral intention and behavior to use SAP applications. The advantage of using TPB is that the theory identifies more about social or external influences that influence a person to use the system more clearly using the subjective norm construct and perceived behavioral control. Meanwhile, other theories such as TRA have not been able to explain the influence of social relations on the use of the system. A study by Muflih 2021 analyzed a person's intention factor in doing infaq using TPB modeling. The difference with this study is that there is a behavioral intention construct. In addition, the research conducted by Erni 2021 [5] regarding the adoption of e-commerce among MSME actors uses the TPB modeling. This study uses the construct of intention to use and usage behavior. Meanwhile, this study uses the behavioral intention and the behavior constructs in research conducted by Nuri 2020, electronic mouth influences visitor intentions using TPB modeling.The difference with this research is that it uses a behavior construct. Based on this explanation, this study will analyze the evaluation of the acceptance of SAP implementation based on the influence of attitudes on behavior, predict, and explain the factors that influence the behavior of PT KAI employees in the use of SAP applications. In the process of collecting data, it will be done by distributing questionnaires to 20 SAP users, and then the data will be processed using smart PLS 3.3.9 software

II. RESEARCH METHODOLOGY

A. Conceptual Method

The conceptual method is used to identify a problem in the company that can assist in determining a solution based on the relevant factors. Abstract methods can assist researchers in providing solutions to the relevant factors. Figure 1 is a research framework methodology [6]:



Picture 1 Research Methodology

Based on Figure 1 explains the scope of this research, namely:

1. Figure 1 shows the problems raised in this study are the factors that influence the use of SAP software, namely the absence of knowledge transfer from senior to junior SAP users and the difficulty of using SAP so that an analysis will be carried out with the variables attitude, subjective norm, perceived behavioral control on behavior and behavioral intention. The environment in this study includes people and organizations. People are employees of SAP users at PT KAI, and the organization in this study is PT KAI.

2. The knowledge base in this research is TPB, SAP, and SEMPLS. Data collection was carried out by distributing online and offline questionnaires to SAP users because work from the office was not evenly distributed at PT KAI.
3. This research results in an evaluation of the acceptance of SAP implementation at PT KAI.

B. Data Collection

This study collects data with two types, namely:

TABLE I
DATA COLLECTION

Data Type	Data Collection Technique	Data Source	Data Obtained
Primary Data	Questionnaire (sam-pling quota)	SAP user PT KAI	Rejected or accepted the use of SAP software
Secondary Data	Study of Literature	Previous research	PT KAI profile

Based on table 1, the primary data is data received from the first party or parties who have data, namely questionnaires that will distribute to the SAP users of PT KAI. In comparison, secondary data obtained from literature studies produced a profile of PT KAI. The instrument used in this study is a questionnaire with a population of SAP users at PT KAI. Sampling was carried out using quota sampling, a data collection technique with criteria to achieve the required quota [7]. The sample criteria taken were 20 SAP users at PT KAI. The research method used in this study is a quantitative method with a structural equation modeling approach - partial least square (SEM-PLS). Based on this approach, this study aims to analyze the acceptance of using SAP. The number of respondents, as many as 20 SAP users with quota sampling technique, has criteria, namely gender, age, last education, length of work, duration of using SAP, and attending training or not. The instrument in this study used a questionnaire consisting of 5 constructs and 21 manifests. The data analysis phase consists of 3 parts: evaluation of the measurement model (outer model), evaluation of the structural model (inner model), and hypothesis testing. Data analysis in this study used structural equation modeling (SEM) variance, namely using a partial least square (PLS) approach to predict the relationship between the latent variables of the study. The PLS approach is often used for analysis related to testing the prediction perspective and if the structural model is complex and includes many constructs, indicators, or relationships. PLS can also be used if the sample size is small. There is no requirement for it to be normally distributed and will still obtain hard or strong test results even if an indicator is removed. Data processing uses smartPLS 3.3.9 software. The processed data is primary data obtained from the effects of questionnaires that have been grouped based on indicators in latent variables using a Likert scale of 1 to 4. In the SEM-PLS approach, there are two steps for data analysis: looking at the validity and reliability of the measuring instruments used. If the validity and reliability have been met, then the research hypothesis will carry out data analysis. For measurement models, the most important measures are composite reliability or internal consistency, convergent validity, and discriminant validity. The essential value measures for structural models are the path coefficient and the significance level.

C. Creation and Distribution of Questionnaires

The making of the questionnaire begins with grouping the variables and indicators that will be used. The questionnaire that was distributed contained questions related to the use of SAP which had been adjusted to the variables to be studied. The scale used in this study is a 4-point Likert scale which aims to make it easier for respondents to answer the questionnaire and increase sensitivity so that there are no doubtful answers. Point 1 means strongly disagree, point 2 means disagree, point three means agree, and point four means strongly agree [8].

D. Research Framework

The research design is structured in the framework described in Figure 2:

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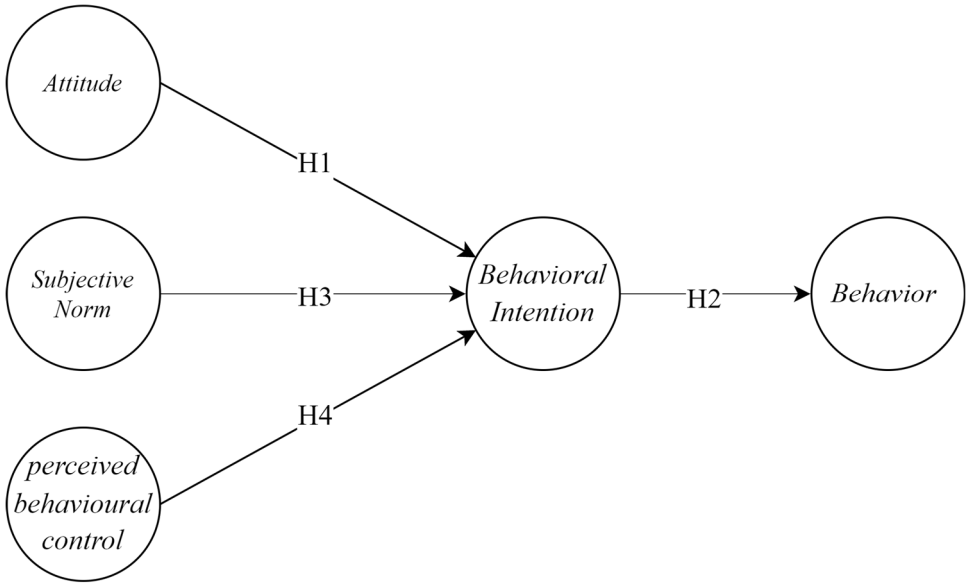

Figure 2 Research Framework

Figure 2 explains that in this study, there are four hypotheses, namely, attitude affects behavioral intention (H1), behavioral intention affects behavior (H2), subjective norm affects behavioral intention (H3), perceived behavioral control affects behavior (H4) [9]:

TABLE II
RESEARCH HYPOTHESIS

Hypothesis	Keterangan
H1	Attitude has a positive and significant influence on behavioral intention.
H2	The behavioral intention has a positive and significant influence on behavior.
H3	Subjective norm on behavioral intention shows a reciprocal relationship
H4	Perceived behavioral control on behavioral intention shows a reciprocal relationship.

The relationship between latent variables and the hypothesis is:

1. Attitude is an individual's behavior in accepting or rejecting the use of SAP software.
2. Subjective norm, namely the influence of people around the individual's perception of using SAP software.
3. Perceived behavioral control, namely the individual's view of the difficulty or ease of using SAP software
4. Behavioral intention is a behavior carried out consciously or not by the individual.
5. Behavior is a real individual action when using SAP.

III. RESULT AND ANALYSIS

The analysis phase consists of three: the outer model, inner model, and hypothesis testing. Data analysis used structural equation modeling (SEM) variance, namely using a partial least squares (PLS) approach, which aims to predict the relationship between the latent variables of the study. The PLS approach is often used for analysis related to testing the prediction perspective and if the structural model is complex and includes many constructs, indicators, or relationships [10]. In the SEM-PLS approach, there are two steps for data analysis, knowing the validity and reliability of the instrument used. If the validity and reliability are met, then data analysis will be carried out by the research hypothesis.

A. Evaluation of the Measurement Model (Outer Model)

The outer model focuses on the validity and reliability of the indicators used. In the test, the outer model has three tests to obtain its value: the convergent validity test and the reliability test. The convergent validity test is carried out to measure the extent to which the indicator has a positive correlation with the indicator on the latent variable by looking at the loading factor and AVE values , which have loading factor values >0,7 and AVE values >0,5 [11]. Furthermore, the reliability test is carried out to test the suitability of the measuring instrument; that is, if it is used more than once, it will obtain the same data (data does not change) by looking at Cronbach's alpha

value >0,7. Table 1 is the result of the loading factor, AVE, and Cronbach's alpha values based on all indicators. The loading factor value and the AVE value have shown a value of >0,7, and the AVE value has also shown > 0,5 so, that it can be interpreted that all indicators are valid and can carry out further analysis. Cronbach's alpha is a method to measure the reliability of the compiled questionnaire's consistency. Meanwhile, AVE (average variance extracted) explains the suitability of the variables to the concept they have.

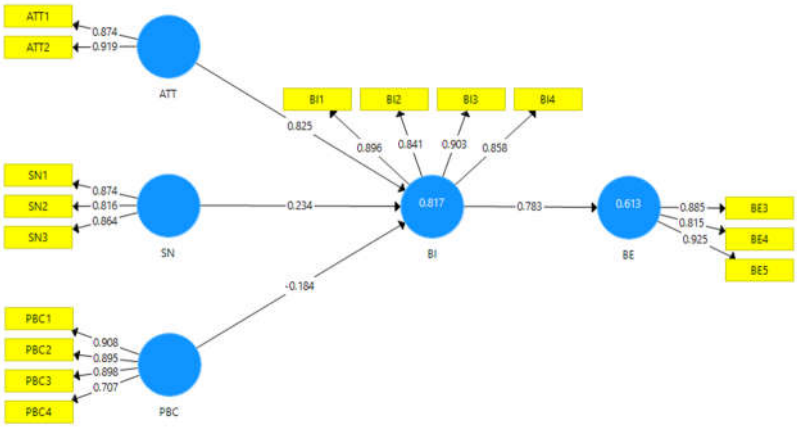

Figure 3 Measurement Model

TABLE III
LOADING FACTOR VALUE

Variable	Question Items	*Loading Factor*
Attitude	ATT1	0,874
	ATT2	0,919
Behavior	BE3	0,885
	BE4	0,815
	BE5	0,925
Behavioral Intention	BI1	0,896
	BI2	0,841
	BI3	0,903
	BI4	0,858
Perceived Behavioral Control	PBC1	0,908
	PBC2	0,895
	PBC3	0,898
	PBC4	0,707
Subjective Norm	SN1	0,874
	SN2	0,816
	SN3	0,64

The loading factor or outer loading is a value generated by each indicator to measure the variable. The accepted limit is >0,7. Based on table III, for the loading factor value, it is concluded that each indicator has a loading factor value >0,7. The convergent validity terms are >0,7. Table III shows that all indicators show a value of >0,7, meaning that all indicators are valid. So, it can be concluded that the variables of attitude, behavior, behavioral intention, perceived behavioral control, and the subjective norm are valid for performing further analysis.

TABLE IV
AVE VALUE

Variable	Question Items	AVE
Attitude	ATT1	0,804
	ATT2	
Behavior	BE3	0,768
	BE4	
	BE5	
Behavioral Intention	BI1	0,765
	BI2	
	BI3	
	BI4	

Perceived Behavioral Control	PBC1 PBC2 PBC3 PBC4	0,733
Subjective Norm	SN1 SN2 SN3	0,725

Based on table IV, for the loading factor value, it is concluded that each indicator has a loading factor value >0,7. The terms of convergent validity are >0,7. From table IV.10, all indicators show a value of >0,7, meaning all indicators are valid. Furthermore, the AVE value of all variables is >0,5, so it can be concluded that the variables of attitude, behavior, behavioral intention, perceived behavioral control, and subjective norm are valid for performing further analysis.

TABLE V
CRONBACH'S ALPHA VALUE

Variable	Question Items	*Cronbach's Alpha*
Attitude	ATT1 ATT2	0,891
Behavior	BE3 BE4 BE5	0,954
Behavioral Intention	BI1 BI2 BI3 BI4	0,928
Perceived Behavioral Control	PBC1 PBC2 PBC3 PBC4	0,916
Subjective Norm	SN1 SN2 SN3	0,908

Based on table V, the value for the attitude variable is 0,759, the value for the behavior variable is 0,903, the value for the behavioral intention variable is 0,898, and the value for the perceived behavioral control variable is 0,879. The value for the subjective norm variable is 0,799. So, it can be concluded that all variables have a value above 0,7 which means that the variables of attitude, behavior, behavioral intention, and perceived behavioral control. The subjective norm has met the reliability requirements to perform the following analysis.

B. Discriminant Validity Test

In this study, the discriminant validity test aims to see the correlation between variables by looking at the value of cross loading [12].

TABLE VI
CROSS LOADING VARIABLE ATTITUDE VALUE

Question Items	ATT	BE	BI	PBC	SN
ATT1	0,873	0,718	0,699	0,719	0,738
ATT2	0,920	0,836	0,868	0,521	0,686

Based on Table VI, it can be concluded that the ATT indicator on the ATT variable itself is greater than the value of the relationship between the ATT indicator and other variables. The correlation value of ATT1 to the ATT variable is 0,873, and the ATT2 correlation value to the ATT variable is 0,920. So, this model has met the discriminant validity requirements.

TABEL VII
CROSS LOADING VARIABLE BEHAVIOR VALUE

Question Items	ATT	BE	BI	PBC	SN

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BE3	0,861	0,958	0,701	0,697	0,683
BE4	0,800	0,951	0,651	0,659	0,703

Table VII shows that the BE indicator on the BE variable itself is greater than the value of the BE indicator relationship to other variables. The BE3 correlation value to the BE variable is 0,958, and the BE4 correlation value to the BE variable is 0,951. Thus, this model has met the requirements of discriminant validity.

TABEL VIII
CROSS LOADING VARIABLE BEHAVIORAL INTENTION VALUE

Question Items	ATT	BE	BI	PBC	SN
BI1	0.661	0.423	0.891	0.267	0.524
BI2	0.846	0.769	0.848	0.550	0.614
BI3	0.698	0.518	0.900	0.340	0.573
BI4	0.823	0.686	0.857	0.480	0.802

Based on Table VIII, it can be concluded that the value of the BI indicator on the BI variable itself is greater than the value of the relationship between the BI indicator and other variables. The correlation value of BI1 to the BI variable is 0,891, and the correlation value of BI2 to the BI variable is 0,848. The correlation value of BI3 to the BI variable is 0,900, and the correlation value of BI4 to the BI variable is 0,857. So, this model has met the discriminant validity requirements.

TABEL IX
CROSS LOADING VARIABLE PERCEIVED BEHAVIORAL CONTROL VALUE

Question Items	ATT	BE	BI	PBC	SN
PBC1	0.551	0.549	0.396	0.908	0.459
PBC2	0.639	0.592	0.443	0.895	0.494
PBC3	0.654	0.737	0.518	0.898	0.584
PBC4	0.425	0.533	0.227	0.708	0.205

Based on IX, it can be concluded that the value of the PBC indicator on the PBC variable itself is greater than the value of the relationship between the PBC indicator and other variables. The correlation value of PBC1 to the PBC variable is 0,908, and the correlation value of PBC 2 to the PBC variable is 0,895. The correlation value of PBC 3 to the PBC variable is 0,898, and the correlation value of PBC4 to the PBC variable is 0,708. So, this model has met the discriminant validity requirements.

TABLE X
CROSS LOADING VARIABLE SUBJECTIVE NORM VALUE

Question Items	ATT	BE	BI	PBC	SN
SN1	0.606	0.635	0.630	0.340	0.902
SN3	0.823	0.686	0.704	0.634	0.922

Based on Table X concluded that the value of the SN indicator on the SN variable itself is greater than the value of the relationship between the SN indicator and other variables. The correlation value of SN1 to the SN variable is 0,902, and the correlation value of SN3 to the SN variable is 0,922. Thus, this model has met the requirements of discriminant validity.

C. Reliability Test

The reliability test will be carried out in two stages: determining the value of composite reliability and the value of Cronbach's alpha with an accepted value of > 0.7 [13].

TABLE XI
COMPOSITE RELIABILITY VALUE

Variable	Composite Reliability	Description
ATT	0,891	Valid
BE	0,954	Valid
BI	0,928	Valid
PBC	0,916	Valid
SN	0,908	Valid

Based on table XI, the value of the attitude variable is 0,891, the value for the behavior variable is 0,954, the value for the behavioral intention variable is 0,928, and the value for the perceived behavioral control variable is 0,916. The value for the subjective norm variable is 0,908. So, it concluded that all variables have a value above 0,7 which

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means the variables of attitude, behavior, behavioral intention, and perceived behavioral control. Subjective norms have met the reliability requirements [14].

TABLE XII
CRONBACH'S ALPHA VALUE

Variable	*Cronbach's Alpha*	Description
ATT	0,759	Valid
BE	0,903	Valid
BI	0,898	Valid
PBC	0,879	Valid
SN	0,799	Valid

Based on table XII, the value of the attitude variable is 0,759, the value for the behavior variable is 0,903, the value for the behavioral intention variable is 0,898, and the value for the perceived behavioral control variable is 0,879. The value for the subjective norm variable is 0,799. So, it concluded that all variables have a value above 0,7, which means that the variables of attitude, behavior, behavioral intention, and perceived behavioral control. The subjective norm has met the reliability requirements to perform the following analysis.

D. Structural Model Evaluation (Inner Model)

The structural model's purpose is to estimate the relationship between latent variables with R-Square parameters and path coefficients [15]. The path coefficient shows the level of significance in testing the research hypothesis. The t-statistic value is obtained from the t table. The R-Square is tested to see if the independent variable influences the dependent variable [16].

TABLE XIII
R-SQUARE TEST VALUE

Construct	R-Square	Description
BE (Behavior)	0,503	Moderate
BI (Behavioral Intention)	0,804	Good

Based on table XIII, it can be concluded that the behavior variable has a value of 0,503, which is 50%. That is, there is a 50% influence of behavioral intention variables on behavior. A value of 50% means that it has a moderate or moderate influence. Furthermore, the behavioral intention variable has an r-square value of 0.804, which is 80%. This means that there are 80% of the influence of attitude variables, perceived behavioral control, and subjective norms on behavioral intention. A value of 80% means that it has a good influence.

TABLE XIV
PATH COEFFICIENT DAN T-STATISTIC VALUE

Variable	*Patch Coefficient*	*T-Statistics (to)*	*t-table (tα)*
ATT → BI	0,941	4,464	1,753
BI → BE	0,709	6,506	
SN → BI	-0,206	1,152	
PBC → BI	0,102	0,463	

Table XIV explains that:

1. Attitude has a positive effect on behavioral intention using the SAP application
   The hypothesis in this study [17]:
   a) H0 (nil hypothesis) 1= 0; ATT on BI has no positive effect.
   b) H1 (alternative hypothesis) 1 0; ATT on BI has a positive influence.
   Table XIV shows that the ATT path coefficient on BI of 0,941 indicates a positive and significant influence at the 0,05 level. It is proven by to > tα that is 4,464 > 1,753. So, it can be concluded that hypothesis 1 (H1) is accepted.

   The value of the coefficient of the attitude variable is 0,941, which means that 94% positively influences BI. In this study, if the level of attitude is excellent, the level of behavioral intention will also be more significant.
   So, to increase behavioral intention in implementing SAP, PT KAI must increase attitude where the scope of attitude in this study is the user's feeling of pleasure when using SAP. Attitude in this study is a feeling of pleasure when using SAP software, while behavioral intention in this study is an intention or interest in using SAP software.
   Research conducted by Abdillah supports this: if the attitude toward using technology is more positive, then the interest or behavioral intention in using information technology will also be more significant. In addition, the attitude

indicator question item has been fulfilled, namely SAP, which helps complete work based on the attitude of being interested or liking its use to increase intentions.

2. Behavioral intention has a positive effect on behavior using the SAP application
   The hypothesis in this study:
   a) H0 (nil hypothesis) 1= 0; ATT on BI has no positive effect.
   b) H1 (alternative hypothesis) 1 0; ATT on BI has a positive influence.
   Based on table XIV, the results of the path coefficient of the BI variable on BE of 0,709 indicate a positive and significant influence at the 0.05 level. It is proven by to > tα that is 6,506 > 1,753. So, it can be concluded that hypothesis 2 (H2) is accepted.
   The value of the behavioral intention variable coefficient is 0,709, which means that 70% has a positive influence on BE. In this study, if the level of behavioral intention is great, the level of behavior will also be more significant. The behavioral intention in this study is an intention or interest in using SAP software, while behavior in this study is behavior in using SAP software. Thus, it can be concluded that a person's intention to use SAP is influenced by behavior.
   Research conducted by Ajzen found that intention is the basis of behavior. The results of this study indicate that if the individual does not intend to perform a behavior, then the individual will not serve the behavior. In addition, the behavioral intention indicator question item has been fulfilled. Namely, the desire or intention to use SAP is continuously influenced by behavior.
3. Subjective norm has a negative effect on behavioral intention to use the SAP application
   The hypothesis in this study:
   a) H0 (nil hypothesis) 1= 0; ATT on BI has no positive effect.
   b) H1 (alternative hypothesis) 1 0; ATT on BI has a positive influence.
   Based on table XIV, the negative sign of the path coefficient SN towards BI of -0,206 indicates a reciprocal relationship. When viewed from the t-table, it can be concluded that it has no effect and is not significant because to < tα is 1,152 < 1,753.
   The value of the coefficient of the subjective norm variable is -0.206, which means that -20% has a negative influence on BI. In this study, if the level of the subjective norm is greater, the level of behavior intention will also be greater. Vice versa, if the level of the subjective norm is low, then behavioral intention or intention to use SAP is also low. The subjective norm in this study is the influence of others on individual perspectives in using SAP. Because the results show a negative relationship, one way is to carry out SAP training is necessary to increase the intention (behavioral intention) of SAP users. Based on table IV.9, as many as 5 out of 20 respondents have never attended the training. Thus, it can encourage individuals to increase their behavioral intention in using technology.
   Research conducted by Ajzen showed that the greater an individual has a perception of the people around them, the person will feel social pressure to perform a behavior.
4. Perceived behavioral control positively affects behavioral intention to use the SAP application.
   The hypothesis in this study:
   a) H0 (nil hypothesis) 1= 0; ATT on BI has no positive effect.
   b) H1 (alternative hypothesis) 1 0; ATT on BI has a positive influence.
   Table XIV shows that the PBC path coefficient results on BI of 0.102 indicate a reciprocal relationship. When viewed from the t-table, it can be concluded that the effect is positive and not significant because to < tα is 0,463 < 1,753. The value of the perceived behavioral control variable coefficient is 0,102, which means that 10% has a positive influence on BI.
   In this study, if the level of perceived behavioral control is great, the level of behavior intention will also be more significant. Vice versa, if the level of perceived behavioral control is low, then the behavioral intention or intention to use SAP is also low.
   Perceived behavioral control in this study is the perceived behavioral control in using SAP. Because the results show an insignificant relationship, one way is to carry out SAP training or training that is necessary to increase the intention (behavioral intention) of SAP users. Based on table IV.9, as many as 5 out of 20 respondents have never attended the training. Thus, it can be an encouragement for individuals to increase their behavioral intention in using technology.
   Research conducted by Ajzen showed that the higher the individual's perception of the ease of using the SAP application, the higher the individual's interest in using the SAP application.

After doing the calculations, the R-Square value of the behavior variable is 0,436, and for the behavioral intention, the variable is 0,439. The purpose of doing the R-Square calculation is to see the relationship of the independent variable to the dependent variable.

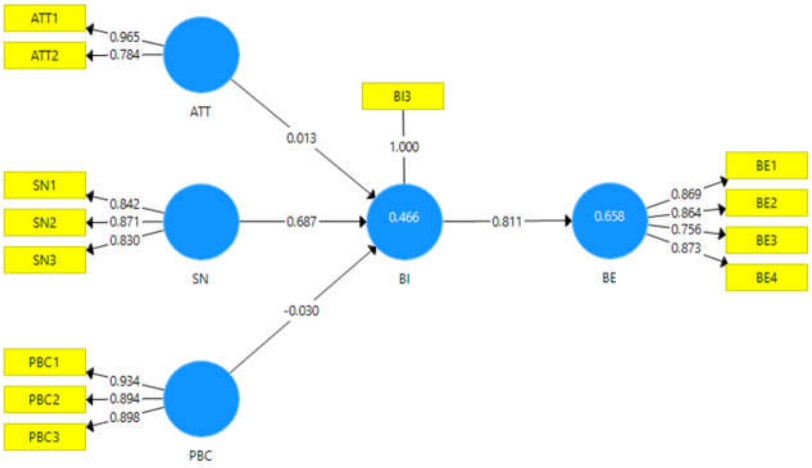

Figure 4 Structural Model

IV. CONCLUSION

Based on the data processing results and hypothesis analysis, it can be concluded that the success of using SAP software at PT Kereta Api Indonesia (Persero) using the theory of planned behavior model has a relationship between the variables. This success analysis tested the variables of attitude, subjective norm, perceived behavioral control, and behavioral intention. The results showed that the attitude variable influenced behavioral intention, and behavioral intention variables influenced behavior. Meanwhile, the subjective norm and perceived behavioral control variables do not influence behavioral intention. The influence of these variables are:

- Attitude chose a positive and significant relationship to the behavioral intention with a value of 94%. The greater the interest or liking of the individual indicates that if the individual has sufficient experience and can accept the use of the SAP application well, the higher the individual's interest in using the SAP application.
- Behavioral intention has a positive and significant effect on behavior by 70%. This means that the higher the individual is interested in using the SAP application, the higher the individual uses the SAP application to support the work.
- Subjective norm on behavioral intention shows a reciprocal relationship. So, it can be concluded that it has no effect and is not significant.
- Perceived behavioral control on behavioral intention shows a reciprocal relationship. So, it can be concluded that it has no effect and is not significant.

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