

THE ROLES OF TRUST IN THE ADOPTION OF NEW TECHNOLOGY FROM PUBLIC SECTOR EMPLOYEE'S PERSPECTIVE – A CASE STUDY OF MANAGEMENT DEVELOPMENT INSTITUTIONS (MDIS) IN KWARA STATE, NIGERIA

Abstract

This paper aims to explore the roles of trust in the adoption of new technology from a public sector employee's perspective. The study examines the case of Management Development Institutions (MDIs) in Nigeria, where new technology has been introduced to enhance research, training and development programs. Data was collected through semi-structured interviews with 20 employees from different MDIs in Nigeria. The findings indicate that trust plays a critical role in adopting new technology by public sector employees. Trust is built through transparent communication, clear expectations, and support from leadership. Moreover, trust has a positive influence on the perceived usefulness and ease of use of new technology, which in turn increases employees' intention to use it. Therefore, it is recommended that organizations focus on building trust among employees as a key factor in facilitating the adoption of new technology.

Introduction

In recent years, the adoption of new technology has become increasingly important for organizations to remain competitive and efficient. However, the adoption process is not always straightforward, and many factors can influence employees' willingness to use new technology. One such factor is trust, which can play a critical role in facilitating the adoption of new technology. Trust is defined as the willingness of individuals to rely on others in situations involving risk and uncertainty (Mayer et al., 1995). Trust is essential in public sector organizations, where employees often work with sensitive information and are responsible for providing public services.

This paper focuses on the roles of trust in the adoption of new technology from public sector employee's perspective, with a specific focus on Management Development Institutions (MDIs) in Nigeria. MDIs are public sector organizations responsible for providing training and development programs to government employees. In recent years, MDIs in Nigeria have introduced new technology, such as e-learning platforms and virtual classrooms, to enhance their training programs. However, the adoption of these new technologies has been slow, and employees have expressed skepticism and resistance towards them. Therefore, the study aims to explore the roles of trust in facilitating the adoption of new technology in MDIs in Nigeria.

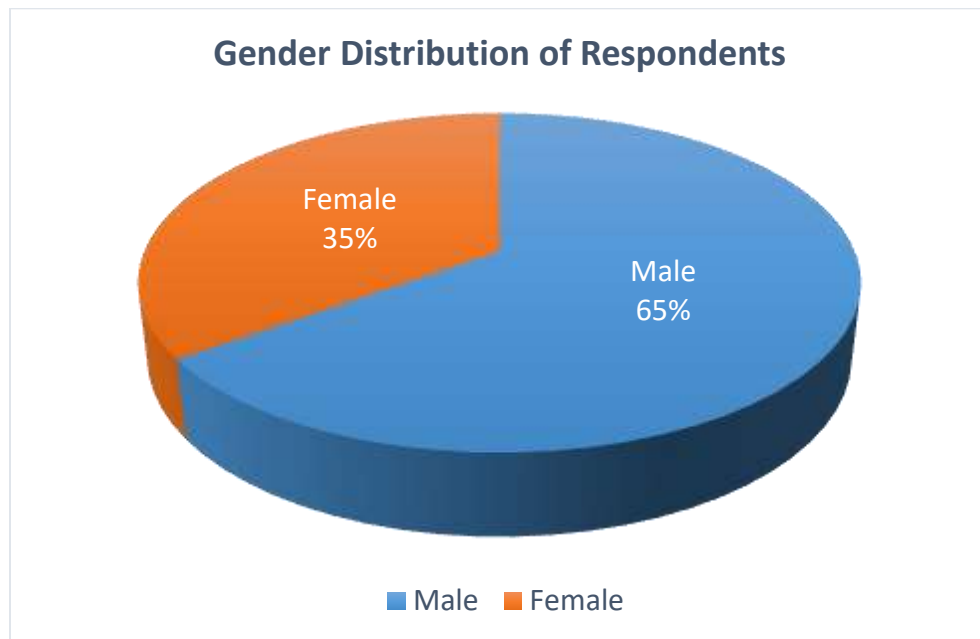
Literature Review

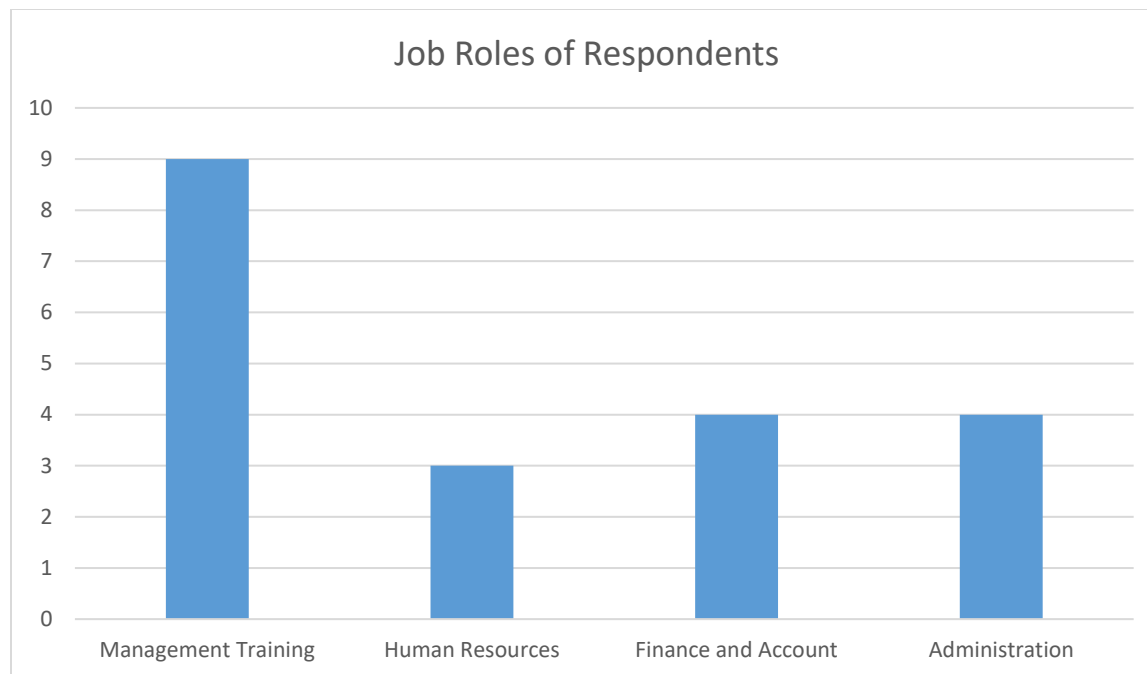
Trust is a complex and multifaceted concept that has been studied extensively in organizational and social sciences. In the context of technology adoption, trust can be defined as the confidence that an individual has in the reliability, security, and effectiveness of a new technology (Chuttur, 2009). Trust can play a critical role in the adoption process by influencing employees' perceptions of the usefulness and ease of use of new technology (Venkatesh et al., 2003). Trust can also increase employees' intention to use new technology and reduce their resistance to change (Cohen and Willis, 1985).

Trust can be built through several mechanisms, including transparent communication, clear expectations, and support from leadership (Mayer et al., 1995). Transparent communication involves providing employees with clear and accurate information about the new technology, its purpose, and its potential benefits. Clear expectations involve setting realistic goals and expectations for the new technology and ensuring that employees have the necessary resources and support to use it effectively. Support from leadership involves demonstrating commitment to the new technology, providing training and development opportunities, and addressing employees' concerns and feedback.

Research Methodology

This study adopted a qualitative case study approach to explore the roles of trust in the adoption of new technology from public sector employee's perspective. Semi-structured interviews were conducted with 20 employees from different MDIs in Nigeria, who had experience with using new technology in their training and development programs. The interviews were transcribed and analyzed using thematic analysis.





Findings

The findings indicate that trust plays a critical role in the adoption of new technology by public sector employees in Management Development Institutes (MDIs). Trust is built through transparent communication, clear expectations, and support from leadership. Employees who perceived high levels of trust in their organization were more likely to perceive new technology as useful and easy to use, which in turn increased their intention to use it. On the other hand, employees who perceived low levels of trust were more skeptical and resistant towards new technology, and perceived it as unreliable and insecure.

Transparent communication was identified as a key factor in building trust. Employees emphasized the importance of clear and accurate information about the new technology, its purpose, and its potential benefits. They also highlighted the need for continuous communication and updates, as well as the provision of user manuals and training materials.

Clear expectations were also identified as a critical factor in building trust. Employees emphasized the importance of setting realistic goals and expectations for the new technology and ensuring that employees have the necessary resources and support to use it effectively. They also emphasized the need for performance metrics and evaluation to track the effectiveness of the new technology.

Support from leadership was identified as a third critical factor in building trust. Employees highlighted the importance of leadership commitment to the new technology, provision of training and development opportunities, and addressing employees' concerns and feedback. They also emphasized the need for leadership to create a culture of innovation and learning that supports the adoption of new technology.

Conclusion:

This paper has explored the roles of trust in the adoption of new technology from public sector employee's perspective, with a specific focus on Management Development Institutes (MDIs) in Nigeria. The findings indicate that trust plays a critical role in facilitating the adoption of new technology, and can be

built through transparent communication, clear expectations, and support from leadership. Therefore, it is recommended that organizations focus on building trust among employees as a key factor in facilitating the adoption of new technology. Future research can explore the effectiveness of different strategies for building trust in the adoption of new technology in other public sector organizations and industries.

Limitations of the study include the small sample size and the focus on MDIs in Nigeria. Therefore, the findings may not be generalizable to other public sector organizations or industries. Further research with larger and more diverse samples is needed to confirm the generalizability of the findings.

Additionally, the study only focused on the role of trust in the adoption of new technology from public sector employee's perspective. Future research can explore the role of other factors, such as organizational culture, technology characteristics, and individual differences, in the adoption of new technology.

Overall, this paper highlights the importance of trust in the adoption of new technology by public sector employees. Trust can be built through transparent communication, clear expectations, and support from leadership, and can increase employees' intention to use new technology. Therefore, organizations should prioritize building trust among employees as a key factor in facilitating the adoption of new technology.

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Research Questions

1. Please provide a brief description of your role in the MDI, and describe any experiences you have had with adopting new technology. (Open-ended)
2. How would you define trust when it comes to using new technology in your work? (Open-ended)
3. Have you ever had to trust a new technology in your work? If so, please describe that experience and how you developed trust. (Open-ended)
4. What factors influence your decision to trust a new technology? Please select all that apply:
 - Ease of use
 - Reliability
 - Compatibility with existing systems
 - Perceived benefits
 - Training and support
 - Other (please specify)
5. In your opinion, what are the benefits of adopting new technology in the MDI? Please select all that apply:
 - Increased efficiency
 - Improved data management
 - Enhanced communication
 - Better decision-making
 - Other (please specify)
6. What do you see as the main barriers to adopting new technology in the MDI, and how can trust play a role in overcoming those barriers? (Open-ended)
7. Have you ever encountered any challenges or concerns related to trust when using new technology in your work? Please select all that apply:
 - Security concerns
 - Lack of familiarity with the technology
 - Reliability issues
 - Other (please specify)
8. What strategies have you used to build trust in new technology among colleagues or peers? (Open-ended)

9. How can MDIs ensure that public sector employees trust and adopt new technology? Please select all that apply:

- Provide adequate training and support
- Address concerns and questions in a timely manner
- Communicate the benefits of the technology
- Ensure the technology is reliable and secure
- Other (please specify)

10. In your opinion, what role can organizational culture play in building trust and supporting the adoption of new technology in the MDI? (Open-ended)