

APPENDIX 6-5

Table: Pattern Matrix for **Eight-Factor Solution** with Direct Oblimin Rotation

Pattern Matrix ^a								
	Component							
	1	2	3	4	5	6	7	8
Relationship of trust with trading partners	.602							
Employee cooperation	.593							
Good quality outcomes	.585							
Loyalty to organization	.555							
Provides appropriate organizational structure	.517							
Commitment to organization's objectives	.492							
Provides pro-active communication channel	.491							
Communication with trading partners	.475							
Promotes the implementation	.457						-	
							.449	
Partnership agreement	.457							
Positive attitude towards e-Purchasing	.419							
Implements reward system to encourage ideas								
Willingness organization to change		.856						
Well managed process of change		.855						
Have change management programs		.830						
Vendor have business and technical knowledge			.834					
Vendor able to recommends appropriate e-Purchasing system			.808					
Vendor supports during implementation process			.738					
Establishes appropriate deadlines/ milestone			.505					
Offers leadership			.494					
Creates performance measures			.492					
User's knowledge and skills			.429					
Conduct post-implementation review			.417					
Willingness spend time and resources			.401					
Provides adequate training sessions								
Clearly definition of project scope				.872				
Project activity properly coordinated and monitored				.762				
Project plan consistent with IS plan				.668				
Availability of detail project plan				.665				
PT strong domain knowledge				.512				
Roles and responsibilities properly define and delegated				.512				
Existence of clear mission, strategies, objectives and direction				.506				

(Continued)

	1	2	3	4	5	6	7	8
Organization's experience with technology application					.847			
Organization's experience enable effective implementation of IT systems					.828			
Organization's experience become a base of knowledge for guiding current initiatives					.819			
Stakeholders provide information and set requirements						.771		
Defines the level each stakeholder can get involved						.753		
Stakeholder early involvement						.682		
Use effective project management techniques						.570		
Readiness trading partners						.488		
Cross-functional team members selected						.474		
Previous experience using IT application						.457		
Experienced and reputable PM						.423		
Decision on appropriate e-Purchasing business model		.412						-.615
Alignment e-Purchasing strategy with IT strategy								-.586
Incorporation of e-Purchasing policy into existing procurement policy								-.527
Reinforces commitment employees								-.481
Availability strategic plan sets deadlines, responsibilities and financing								-.453
Provides adequate training and education program								-.433
Steering committee provides directions and guidance								-.415
Changes the process according organization needs								-.734
Simplifies processes and eliminate redundant activities								-.702
Designs and documents important business processes								-.651
Encourages innovation and learning processes								-.633
Mutual understanding								-.537
Encourages sharing of knowledge and information								-.479
Allows work cultural transformation								-.450
Encourage organization build long term relationship with trading partners								-.437
Extraction Method: Principal Component Analysis.								
Rotation Method: Oblimin with Kaiser Normalization.								

Note:

- i) Cross loading factors will be deleted and were not selected for the components
- ii) The factor loading below than 0.4 was not shown
- iii) Factor loading greater than 0.4 (ignoring the +ve or -ve sign) will selected for the components (Maccallum et al., 1999;Morgan et al., 2004; Field, 2009)