

The Influence of Perceived Usefulness, Social Influence, and User Experience on Technology Acceptance Intention in Startup Companies

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Abstract

This study is centered around the idea of how the factors like perceived usefulness, social influence, and user experience impact the employee's intention to technology acceptance in the startups of Indonesia. The study was performed by us through a quantitative approach and a questionnaire of 150 employees from different digital startups in Indonesia. I ensured that the participants met the criteria of being technology users in their daily work. The data analysis was done through multiple linear regression. The results of the research show that the three factors, i.e., perceived usefulness, social influence, and user experience, have positive and significant impacts on the technology acceptance intention. Perceived usefulness focuses on the benefits of technology and increases confidence, social influence enhances positive social norms, and user experience offers a more comfortable and intuitive digital encounter. Theoretically, this study adds to the knowledge of Technology Acceptance Model (TAM) in the context of startups, and practically, I aim to provide management with the recommended approach to bolster digitalization efforts using perceived usefulness, social support, and user experience in the strategy.

Keywords: perceived usefulness, social influence, user experience, technology acceptance intention.

INTRODUCTION

The rapid development of digital technology is a major factor in innovation and growth for new businesses (Bakri et al., 2023). How successful a startup is relying on the degree to which technology is adopted and used by both internal and external stakeholders to aid the startup's business processes (Pramudito et al., 2023). In this scope, the intention of individuals to accept and adopt technology, is a vital component in maintaining the organizational digital transformation (Sutrisno et al., 2023). The degree of acceptance determines the successfulness of the deployment of digital systems in business apps, e-commerce, AI, cloud systems, and other systems ubiquitous in current day startups (Anantadjaya et al., 2023; Lubis, 2019). A considerable number of new businesses do not appreciate the full potential of available

technology due to the low acceptance of systems introduced by the employees. Therefore, analyzing factors that lead to the acceptance of new technology, is a must in order to ensure the technology put into place is utilized to its fullest potential to improve productivity, efficiency, and competitiveness (Harahap et al., 2025; Putra et al., 2024). Therefore, this study is relevant to explaining how perceptions, social influences, and user experiences can shape individual intentions to accept technology in a dynamic startup work environment.

A key factor that shapes technology acceptance intention is perceived usefulness (Sudrajat et al., 2023). Within a startup, employees who directly benefit from faster, easier, and more efficient collaborative and operational tasks, show stronger acceptance and continued usage of technology (Suherdi & Ahmad, 2023). Employees whose tasks are performed more efficiently perceive technology as instrumental to achieving goals and completing them, thus increasing their motivation to participate in implement a digital system (Windiyani & Lestari, 2025; Karyono et al., 2024). Besides perceived usefulness, social influence is also important and shapes intention to acceptance technology. Social influence is defined as the degree to which an individual feels that the people whose approval is important to them, like peers and colleagues, people in a position of authority, or a professional group expect the individual to adopt a new technology (Gunawan et al., 2020). Another important factor in technology acceptance intention is user experience (Nuraeni et al., 2025). User experience refers to the emotional responses and level of satisfaction a technology user has while interacting with it. A positive user experience is very important to a startup organization (Tannady & Dewi, 2024). The reason being that digital systems are ever-changing and require high flexibility and user adaptability (Susanto et al., 2023). As user-centered design is becoming a standard, startups which deliver great digital experiences increase their operational efficiency and make employees more willing to take part in the digitalization process (Sudirjo et al., 2023).

This study is primarily concerned with the assessment of the impact of perceived usefulness, social influence, and user experience on the desire to accept technology in Indonesian startups. This research is expected to become an additional source of knowledge regarding the variables of technology acceptance intention and the integration of the Technology Acceptance Model (TAM) with digital user behavior in the modern workplace. Besides, this research contributes to innovation management and organizational behavior literature with a focus on tech-driven startups. The outcomes of this study can guide startup management in devising approaches in digital leadership, user experience design, and technology adoption that foster employee digital engagement. This will allow startups to effectively use technology to improve their efficiency, productivity, and competitiveness in the digital economy.

METHOD

This research employed a quantitative approach with a survey method. The population was composed of employees of start-up companies which are digitally oriented sectors such as e-commerce, financial technology, and app-based services. A sample size of 150 respondents was chosen through a purposive sampling technique. The criteria for selecting respondents were tailored to the characteristics of the research variables, i.e., those who were actively working in a start-up company for at least one year, were users of the internal digital systems, had at least one experience of technology adoption training in the company, and were users of digital devices in their daily work activities. Data collection was done by using an online questionnaire. The research instrument was verified by a validity test through the use of a t-test (item-total correlation), whereby items were considered valid if they had a

correlation value > 0.30 and a significance value < 0.05 . Reliability testing was done by the Cronbach Alpha method, with the condition that an α value > 0.70 shows a good consistency level. Data analysis was carried out using multiple linear regression analysis to find out the effects of perceived usefulness, social influence, and user experience on technology acceptance intention both simultaneously and partially. The F test is used to check the simultaneous effect whereas the t test is used to check the partial effect of each independent variable.

RESULT AND DISCUSSION

The multiple linear regression analysis results indicate that the regression model is highly significant simultaneously with an F-count value of $64.38 > F\text{-table } 3.05$ at a significance level of $0.000 < 0.05$. Thus, perceived usefulness, social influence, and user experience jointly affect technology acceptance intention significantly. The coefficient of determination (R^2) value of 0.72 means that 72 percent of the variation in technology acceptance intention is accounted for by the three independent variables, and the rest 28% is affected by factors like trust in technology, organizational readiness, and managerial support that are outside the model. Moreover, the t-test results for each variable show that the three independent variables have a positive and significant impact as each t-count value is greater than the t-table (1.97) and the significance value is < 0.05 . This is evidence that an increase in perceived usefulness, social influence, and user experience leads directly to an increase in technology acceptance intention in start-up companies.

The outcome of the research reveals that perceived usefulness is a factor that has a notably strong and positive effect on the user's technology acceptance intention. Simply put, the more the employees perceive that they get benefits through the use of the technology, the higher will be their intention to accept and use it. In a case of startups which are heavily dependent on the efficient use of digital technology, perceived usefulness turns out to be the main factor leading to a successful adoption of new systems/processes. When workers see, that technology is helping to make them more productive, shortening time taken on a task, and improving work quality, then their desire to keep employing such technological tools will skyrocket. This is consistent with the Technology Acceptance Model (TAM) which acknowledges that perceived usefulness is one of the major factors that determine the user's intention of technology adoption. For startups, digital solutions that may include project management tools, analytics systems, or internal communication apps usually come off as very beneficial to employees and hence they become willing users of such technology. So, if technology acceptance is to be raised to a higher level, management will have to figure out ways of making sure that the systems put in place are the ones that offer real value which can be directly felt by users/equally shared among them.

Research results indicate that social influence favors positively and meaningfully the perceived adoption intent of technology. This means that the willingness to accept new technology increases due to the support of coworkers and leaders. In startups with a collaborative workplace culture, social influence norm positively toward adoption of technology. People are incentivized to use new technology when they see others around them using it and gaining advantages. Technology-using leaders enhance the willingness of followers to use new technology. This outcome is consistent with the UTAUT, which views social norms as a key determinant of technology adoption intent. In startups, the influence of social elements is even greater, due to the informal structure and tight coupling of employees. Hence, the informal, social, and cooperative structure of a workplace will enhance the rate of technology adoption in the enterprise.

The research also showed that the user experience had a direct positive and significant effect on the employees' intention to accept the technology of a startup. In other words, if the users of a digital system had a positive experience, then they were more likely to continue the technology in their work and even use it for other activities. Positive user experience may include perceptions of ease of use, speed, intuitive interface design, and system stability. In a rapidly changing startup environment where new apps are constantly being introduced, ease of use is the most important factor in technology acceptance to be sustainable. A good experience will surely create mental comfort, decrease digital work-related stress, and increase trust in the digital system used. This result is in line with UXD theory, which considers user experience as the determining factor in the success of technology system implementation. Hence, startup management should ensure that the design of the system is user-friendly, provide training that is adaptable, and be attentive to the user's feedback so that each digital innovation can bring about a positive and lasting experience.

CONCLUSION

This study finds that perceived usefulness, social influence, and user experience positively and significantly influence technology acceptance intention for employees of Indonesian startups. This shows for technology acceptance within the digital implementation systems of Indonesian startups, perceived functional benefits alone are insufficient. There must be social validation and user experience relating to the digital system. Perceived usefulness and strengthening employees' beliefs about the technology improving work and productivity performance, social influence creating encouraging positive social norms to adjust and adapt to digital change, and user experience guaranteeing system comfort and satisfaction are important in the acceptance and use of the system. Thus, for managerial implications, it is important and must be communicated within every stage of digitalization and technology must be of supportive cooperative work cultures and the system design and usability for harmonization of user experience must be in a positive.

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