Determinants of Continued Use of Agile Methods: A Case Study of an E-Commerce Enabler in Indonesia

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Abstract

Agile methodologies have gained popularity for their adaptability, faster time-to-market, and enhanced customer satisfaction. However, sustaining their use post-adoption poses challenges, including knowledge gaps, resistance to change, and communication issues. This study examines the determinants of continued use of Agile methods at PT XYZ, an e-commerce enabler in Indonesia. Using the Expectation Confirmation Model and Partial Least Squares Structural Equation Modeling, data from 61 IT staff members were analyzed to evaluate relationships between Confirmation, Perceived Usefulness, Satisfaction, and Continuance Intention. Results reveal that CO positively impacts PU and SA, while PU and SA significantly influence CI. Satisfaction emerges as a critical mediator between perceived value and continued use. These findings highlight the importance of aligning Agile practices with user expectations and perceived benefits to ensure sustained adoption. Practical implications include the need for comprehensive training, regular evaluations of team satisfaction, and organizational alignment with Agile principles.

Keywords: Agile, Continuance Intention, Enabler E-Commerce, ECM, PLS-SEM

1. Introduction

Agile is a flexible approach to software development where teams work together in short cycles to create and improve a product. Customer feedback is critical, and the teams are self-organized and have a mix of skills to tackle all aspects of the project. The need for Agile arises from the dynamic and rapidly changing market conditions that demand quick responses and continuous improvement [1]. Traditional project management methods often fail to address these needs due to rigid structures and long development cycles [2]. Agile helps meet these demands by allowing teams to adapt to changes quickly, deliver minor, incremental improvements, and continuously gather and incorporate customer feedback. This results in needs and market demand [3].

Agile methodology offers numerous benefits, including increased flexibility, improved product quality, faster time-to-market, and enhanced customer satisfaction through continuous feedback and iterative development [4]. However, its successful implementation is not guaranteed, and it faces several challenges. These challenges include a lack of Agile knowledge and experience, resistance to change, excessive workload, lack of trust, knowledge sharing, organizational culture, and lack of effective communication and collaboration [5]. Additionally, the high investment in time, resources, and training can make it unclear whether adopting Agile will lead to success or failure.

Organizations must focus on several key strategies to address Agile implementation challenges effectively [6]. Comprehensive training programs are essential to equip team members with the knowledge and practical skills in Agile methodologies, ensuring they are well-prepared and confident in applying these practices [7]. Encouraging a culture of trust and openness can help overcome resistance to change, fostering an environment where team members feel comfortable sharing ideas and collaborating [8]. Streamlining communication channels and promoting regular knowledge-sharing sessions can mitigate poor information exchange and excessive workload [9]. Additionally, aligning the organizational structure with Agile principles, such as adopting flatter hierarchies and reducing rigid boundaries, can enhance flexibility and responsiveness [10]. Even though much research has gone into overcoming difficulties when starting Agile, there is a need to delve deeper into the challenges faced by teams after adopting Agile methods [11].

This study addresses this lack of knowledge by explicitly looking at an Indonesian enabler e-commerce company, PT XYZ, which has already used Agile methods for 4 years. This study identifies the key factors and determinants that influence the continued use of Agile methods in the enabler e-commerce sector, forming the following research question. RQ: What are the determinant factors of the continued use of Agile methods at PT XYZ?.

This study uses the expectation-confirmation model (ECM) framework to understand how people feel about using Agile methods. The study tests this theory using a statistical technique called partial least squares structural equation modelling (PLS-SEM). The study is organized as follows: it commences with a discussion

of the literature review and the formulation of hypotheses. This condition is succeeded by explaining the research methodology employed in this study. Subsequently, the study presents its findings, followed by an in-depth research discussion. Ultimately, the study provides its results, implications, and suggestions for further research [12].

Many organizations still struggle to deliver successful software development projects consistently. While researchers have identified critical factors for success, including organizational culture, staffing, and technical expertise, software development remains prone to failure, with projects being abandoned, delayed, or outright rejected [13]. By pinpointing the conditions that lead to failure, this study can potentially identify problems early and take corrective measures to ensure project success [14]. Traditional software development often struggles to deliver high-quality, on-budget, and timely projects, especially when faced with changing requirements. Agile methodologies have emerged as an alternative approach to project management and software development to address this [15].

Agile is based on principles drawn from successful existing methods. Its core aim is to improve software development by embracing change, involving customers, delivering in more minor phases, and fostering open communication [16]. Unlike traditional methods emphasizing specialists, large teams, and individual work, Agile thrives on multidisciplinary skills in smaller, collaborative teams. This shift allows for faster adaptation to evolving needs [17].

Many Agile methods offer tools and practices to deliver high-quality software quickly and consistently. These methods break down development into short cycles, giving users a basic software version early. The software then evolves based on user feedback and changing needs. The widespread adoption of Agile methods across the software industry has yielded several benefits [18]. These include a more efficient and transparent development process and increasing stakeholder satisfaction [19]. Agile methods also empower teams, allowing for faster detection of problems and higher-quality deliverables. This condition translates to greater satisfaction for project managers, developers, and customers [20].

E-commerce (short for electronic commerce) refers to the buying and selling of goods or services over the internet. It includes online retail, digital transactions, and various electronic payment methods. An e-commerce enabler is a service provider that assists businesses in establishing a robust online presence. They offer a comprehensive suite of services, including store creation, order management, customer support, marketing consultation, and warehousing. These services are designed to help businesses thrive on e-commerce platforms such as Tokopedia, Shopee, Lazada, and their digital channels, ultimately driving online sales success.

PLS-SEM is a statistical technique focused on uncovering cause and effect relationships and predicting outcomes. It achieves this by analyzing the structure of estimated models. In simpler terms, PLS-SEM allows the research to explore how things influence each other (cause and effect) while also predicting future results, as long as your underlying theory is well-supported.

One of its strengths is handling different types of variables. PLS-SEM can analyze both directly measured variables, and this study infers from other data. This condition makes it valuable for untangling complex connections between these variables. Because PLS-SEM can explore relationships based on existing theories and predict future outcomes, it is an excellent choice for research with these goals. It is often preferred over other methods when the research has a smaller dataset, or the research data does not perfectly follow a normal distribution.

Researchers recommend PLS-SEM for exploring relationships and theories in research. This condition is especially true when the research aim is to test a theoretical framework and predict future outcomes. PLS-SEM often shines compared to other methods like CB-SEM, particularly when the research has a limited sample size or the research data does not follow a normal distribution. This study opted for PLS-SEM to understand the factors influencing the intention to continue Agile. PLS-SEM's ability to handle explanation and prediction made it the ideal choice for our research objectives. Post-adoption describes the period after an organization has implemented Agile, which has become a standard way of working. After two years of consistent use, this condition happens when Agile practices become routine. Other terms used in the literature to describe this stage include post-acceptance and sustainable use.

Explored why people who adopt Agile development methods use them. These include how well Agile aligns with the organization's current practices, its perceived advantages over traditional methods, and strong leadership support. Additionally, having a dedicated champion for Agile within the organization, a positive team attitude and motivation, and the right mix of skills are all crucial. Empowering teams with decision-making power, providing proper training, and fostering an Agile mindset that embraces flexibility are also essential. Finally, technical skills, specific Agile engineering practices, clear documentation, and tools that support Agile workflows all contribute to continued use. These factors have been identified as crucial elements contributing to an organization's continued and effective utilization of Agile methods. How long-term use of Agile methods does not necessarily lead to deeper integration, and teams may not follow a linear progression in adopting these practices. Highlights the lack of clear understanding regarding what sustains successful Agile practices. Their findings suggest key factors include complete implementation, focusing on the benefits it brings to

the business, and using them consistently over a long period. They emphasize the need for more research due to inconsistent terminology and differing perspectives between researchers and practitioners.

The expectation-confirmation model (ECM) of IT continuance is a model for investigating continued information technology (IT) usage behaviour. This model helps to understand why people keep using specific technology. It focuses on four key things: meeting expectations (did the technology do what people thought it would?), perceived usefulness (do people find the technology helpful after using it for a while?), satisfaction are people happy with how the technology works?), continued use (will people keep using the technology in the future?. Next Theoretical Framework on Figure 1.
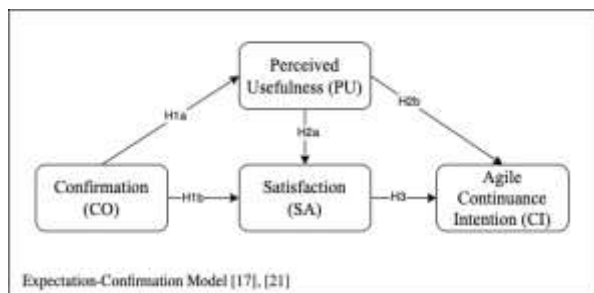

Figure 1. Theoretical Framework

ECM is a popular theory used by researchers across various disciplines, one of which is Agile SDPs. The ECM model was used to see what factors influence the likelihood of project team members continuing to use business analytics tools. The study found that people were more likely to continue using business analytics if they found it helpful (perceived usefulness) and if it fit well with how they already worked (technological compatibility).

2. Research Method

This study used ECM because, as in the previous study, ECM is the best conceptual framework for understanding why people continue using Agile methods. This study is the first to investigate whether the ECM model can predict the continued use of Agile methods in e-commerce enablers. Because it is a new approach, the study decided to stick with the original ECM model without adding any extra elements. This study wanted to keep things simple and see how well the core model worked.

ECM's unique ability to capture the dynamics of post-adoption behaviour. Unlike TAM, which primarily addresses the factors influencing initial acceptance, or UTAUT, which focuses on user intention to adopt, ECM is specifically designed to understand ongoing user behaviour, making it ideal for studying continuance intention. ECM centres on the influence of initial expectations, their confirmation, and perceived usefulness on satisfaction and continued use, aligning closely with the context of Agile practices in a post-adoption setting. As such, ECM provides a more targeted framework for analyzing factors that sustain

Agile use over time, which is particularly valuable in a setting like PT XYZ, where Agile has already been in use for several years.

The concept of confirmation is critical here. It refers to how well a system's performance matches what users expected before using it. In Agile methods, this translates to team members' initial hopes aligning with the actual benefits they experience. Uncertainty leads to confirmation's importance: Since people are unsure how valuable a new system or method will be (like Agile methodologies), confirmation plays a significant role. Confirmation boosts perceived usefulness: When people's initial expectations about Agile methods are met through real-world use, they are more likely to see the method as helpful (perceived usefulness). Expectation cycle and continued use People expect using a system (like Agile) to improve their work. If they find it useful, they are more likely to keep using it. Team members form expectations before using them, and their experiences confirm or adjust those expectations. When their initial hopes are met, they are more likely to see Agile methods as valuable for their work. Thus, this study hypothesizes that H1.a CO positively affects PU on Agile methods. H1.b CO positively affects SA on Agile methods.

Perceived usefulness means how helpful a system is for getting the job done. People see a system (like Agile) as valid if it delivers advantages and helps them perform better. Perceived usefulness aligns with the benefits people expect from using a system. The ECM model suggests that If team members find Agile methods helpful, they are more likely to be satisfied. People are likelier to keep using something they find helpful. This condition applies to Agile methods as well. Based on the ECM and past research, if team members perceive Agile methods as applicable, they will be more satisfied and more likely to use them in projects. Thus, this study hypothesizes that H2.a PU positively affects SA on Agile methods. H2.b PU positively affects CI on Agile methods.

Satisfaction refers to how happy people are after using a system or method. This condition translates to team members' positive feelings about Agile methods in Agile projects. Here is how satisfaction connects to continued use: If team members are satisfied with Agile methods, they are likelier to keep using them. Conversely, low satisfaction can lead people to abandon a system altogether. The ECM model highlights that satisfaction significantly influences continued use. Satisfaction is one of the strongest predictors of whether people keep using something. Thus, this study hypothesizes that H3 SA positively affects CI on Agile methods.

This research utilized questionnaires to collect data, with the primary objective of examining and testing hypotheses related to determinant factors affecting continuance using Agile methods. Validated measurement indicators were obtained from previous studies, as indicated in TABLE I. The questionnaires used a 5-point Likert scale (1: strongly disagree, 2:

disagree, 3: undecided, 4: agree, 5: strongly agree) and were distributed to a sample population of staff in the IT division in PT XYZ. The survey questionnaire is divided into two parts. The first part collects information about the respondent, while the second contains questions that serve as indicators to estimate the relationship between the research variables. The questionnaires were conducted in Indonesian to achieve a detailed understanding and enhance comprehension, considering the respondents are native speakers. Nevertheless, for this paper, the responses have been translated into English. Next Questionnaires Item Development on Table 1.

Table 1. Questionnaires Item Development

Variable	Indicator	Codes	Reference
Continuance Intention	Continue using rather than traditional ones	CI1	[20], [24]
	Continue using it in daily work.	CI2	
Satisfaction	Satisfied with the performance	SA1	[17]
	Satisfied with the experience	SA2	
	Satisfied with all aspect	SA3	
Perceived usefulness	Useful	PU1	[8]
	Enhances effectiveness	PU2	
	Make job easier	PU3	
	Enables to adopt changes more quickly	PU4	
	Increases productivity	PU5	
	Improves team's performance	PU6	
Confirmation	Experience better than expectation	CO1	[24]
	More efficient and effective than expectation	CO2	
	All expectation confirmed	CO3	
	Go above and beyond expectations when working	CO4	

The study uses the structural equation modeling (SEM) approach to observe the relationship between variables. For data analysis, the study uses SmartPLS 4. This research is exploratory; thus, the study uses PLS-SEM. PLS-SEM is a method that combines features from principal component analysis and multiple regression. PLS-SEM is advantageous for examining complex models with multiple constructs and indicators. This study distributed questionnaires online to 67 staff in the IT division of PT XYZ using Google Forms, with data collection occurring in May 2024. The link to the questionnaire was shared via internal company communication channels, including email and the company's internal messaging system, to ensure all targeted participants received the survey promptly. This study assures the confidentiality of the respondents' personal information and answers by anonymizing the data and restricting access to authorized researchers only.

Out of 67 distributed questionnaires, 61 responses were successfully obtained. The study uses Slovin's formula confidence interval of 95% or 5% of margin error to check the minimum sample requirement. Based on calculations from 67 people in the IT division as a population, the minimum number of samples that must be obtained is 58. Thus, the study confidently states that the samples obtained in this study met the minimum sample required. Table 2 provides a demographic and professional profile of respondents.

Table 2. Respondents Characteristic

Category		Amount	%
Position	Developer	31	51%
	UI/UX	4	7%
	Tester	7	11%
	System Analyst	6	10%
	Project Manager	8	13%
	Product Owner	5	8%
Gender	Male	39	64%
	Female	22	36%
Age	20 - 25	2	5%
	26 - 30	40	65%
	31 - 35	10	17%
	36 - 40	5	8%
	> 40	3	5%
Working Period (years)	< 1	7	11%
	1 - 3	31	51%
	> 3	23	38%

As can be seen in TABLE II, most of the respondents are developers (51%), aged between 26-30 years (65%), and there were three respondents aged over 40 years (5%). The majority have worked for one to three years (51%). Gender distribution is male more than females, with males 64% and females 36%.

3. Result and Discussion

The study utilized a stage process in constructing the model using the Structural Equation Model (SEM) to assess the suggested model. In the first stage, the measurement model undergoes scrutiny to ensure its reliability and validity by assessing the loading factors, Average Variance Extracted (AVE), Composite Reliability (CR), and Cronbach's Alpha (CA). The first step in assessing the measurement model is to verify that the factor load value or outer loading value is above 0.7. This condition indicates that the indicator used in each construct is valid if the loading value is above 0.7. CA and CR are used to measure the method's reliability.

In order to meet the requirement for the reliability test, CA and CR must exceed 0.7. CA estimates how well a set of indicators or items in questionnaires measures a single underlying latent construct or variable. A value above 0.7 is typically considered acceptable. Like CA, CR also measures the internal consistency set of items in a construct. However, CR considers the different loadings of items on the latent construct, recognizing that each item might contribute differently to the construct. Like CA, values above 0.7 are generally satisfactory. Next, to check how well the survey captures the intended concepts, the study uses a measure called Average Variance Extracted (AVE). This condition tells them how much of the answers reflect the concept they are trying to measure and how much might be due to random errors or misunderstandings in the questions. The AVE value must exceed 0.5.

Table 3. Measurement Model Assessment Result

Dimensions	Indicator	Outer Loading	CA	CR	AVE
Continuance Intention	CI1	0.919	0.831	0.834	0.855
	CI2	0.931			
	SA1	0.841			
Satisfaction	SA2	0.749	0.780	0.800	0.698
	SA3	0.908			
	PU1	0.770			
	PU2	0.715			
Perceived usefulness	PU3	0.726	0.822	0.827	0.528
	PU4	0.765			
	PU5	0.776			
	PU6	0.702			
	CO1	0.805			
	CO2	0.865			
Confirmation	CO3	0.821	0.830	0.836	0.663
	CO4	0.761			

Based on the PLS-SEM algorithms result in Table 3, all indicators meet the requirements for the reliability test, CA, and CR with values above 0.7 and AVE value above 0.5. The study examines the significance of the direct effect of each hypothesis within the structural model by evaluating the patch coefficient (β), t-value, and p-value. The result of the bootstrapping process in SmartPLS4 can be seen in Table 4, which describes each hypothesis with relationship, path coefficients, t-value, p-value, and its result. Table 4 shows that all five hypotheses are accepted.

Table 4. Structural Model Assessment Result

Hypotheses	Relationship	Path Coeff	t-value	p-value	Result
H1a	CO àPU	0.677	9.422	0.000	Accepted
H1b	CO àSA	0.652	8.049	0.000	Accepted
H2a	PU àSA	0.213	2.090	0.037	Accepted
H2b	PU àCI	0.369	3.131	0.002	Accepted
H3	SA àCI	0.436	3.556	0.000	Accepted

The hypothesis is acceptable if the p-value is below 0.05. From TABLE IV, this study concludes that H1a, H1b, H2a, H2b, and H3 are accepted as the p-values are below 0.05. The study's results indicate that Confirmation (CO) and Perceived Usefulness (PU) positively affect Satisfaction (SA), while Confirmation (CO) positively influences Perceived Usefulness (PU). Additionally, both Perceived Usefulness (PU) and Satisfaction (SA) positively impact Continuance Intention (CI) using Agile methods in PT XYZ.

The findings related to Confirmation (CO) revealed that CO positively influences perceived usefulness and satisfaction with p-values of 0.000. This finding is in line with people tend to be more satisfied with Agile methods when their experience matches their expectations. If someone does not get to pick the specific Agile method used in their project, they might not expect much. However, if the method works as well as they thought it would, or even better, they are more likely to see it as valuable and enjoyable. Positive experiences can make people believe something is valuable and worthwhile.

Team members who find the Agile methods helpful in boosting their effectiveness, productivity, and adaptability to changes ultimately become more satisfied. This condition aligns with past studies on Expectation-Confirmation Model (ECM). If team members perceive the methods as applicable, they will likely want to use them in future projects. This condition confirms other research on user intention and Agile methods. In simpler terms, the Agile methods help lead to greater satisfaction and a desire to keep using them.

The result shows that if team members find the methods helpful (perceived usefulness), it acts as a bridge between meeting their expectations (confirmation) and feeling satisfied. Similarly, feeling satisfied is a bridge between finding the methods helpful and wanting to keep using them (continuance intention). This condition suggests that organizations should prioritize making the chosen Agile methods feel genuinely valuable and helpful to team members. This condition will lead to greater satisfaction and a higher chance of them wanting to keep using Agile methodologies. User satisfaction is like a stepping stone. If team members are happy with the methods, they are more likely to see them positively develop a good attitude towards them and ultimately want to keep using them.

The results indicate that while satisfaction with Agile practices does contribute to the likelihood of continued usage, the practical benefits and perceived value of these methods ultimately drive team members to sustain their use. This finding aligns with the Expectation-Confirmation Model (ECM), which emphasizes the importance of perceived utility in technology adoption and ongoing use. When team members see Agile methods as directly enhancing their productivity, adaptability, and project outcomes, they are more inclined to incorporate these practices consistently, even beyond the initial implementation phase. Thus, reinforcing the real-world advantages of Agile methods is essential for organizations aiming for long-term Agile adoption to foster continued engagement.

While the findings of this study provide valuable insights into the factors influencing the continued use of Agile methods, it is essential to acknowledge certain limitations inherent to the research methodology. The primary limitation lies in the use of a survey as the primary data collection instrument. While surveys are a convenient and cost-effective method for gathering information from a large number of respondents, they may be susceptible to various biases. For instance, social desirability bias may influence respondents to provide answers that they believe are socially acceptable rather than their valid opinions. Additionally, recall bias may affect respondents' ability to recall their experiences and perceptions over time accurately.

Future research could consider employing a mixed-methods approach, combining quantitative survey data with qualitative methods such as interviews or focus groups, and mitigating these limitations. This approach would allow for a deeper understanding of the underlying reasons behind team members' decisions to

continue or discontinue the use of Agile methods. Furthermore, longitudinal studies could be conducted to track changes in perceptions and behaviors over time, providing a more comprehensive picture of the factors that influence Agile adoption and sustainability.

This study has several limitations that should be considered when interpreting the results. Firstly, the study relies solely on the Expectation-Confirmation Model (ECM) to investigate the determinants of continuance intention for using Agile methods. While this model provides a focused perspective, future research could explore alternative theoretical frameworks, such as the Technology Acceptance Model (TAM) or the Unified Theory of Acceptance and Use of Technology (UTAUT). Using these models could offer a more comprehensive understanding of the factors influencing user engagement with Agile methodologies. Additionally, the sample size of 61 valid responses from IT staff members at PT XYZ limits the generalizability of the findings. Expanding the sample size and including participants from different departments and other companies would strengthen the robustness of the results and enhance the insights into the continued use of Agile practices.

Furthermore, the context of this study is confined to a single company within the IT sector, which may limit the applicability of its findings to other industries. Different sectors, such as healthcare, manufacturing, or finance, often have distinct workflows, organizational cultures, and employee needs, which could influence the determinants of continuance intention for Agile methods. Future studies could address this limitation by conducting research in organizations across diverse sectors to explore how these contextual factors impact the adoption and sustained use of Agile methodologies. This broader approach would contribute to a more nuanced and sector-specific understanding of Agile implementation challenges and opportunities.

4. Conclusion

This study aimed to identify factors influencing team members decisions to continue using Agile methods at PT XYZ. The findings highlight that when team members initial expectations of Agile methods are met, it enhances satisfaction and reinforces the perception of the methods applicability. Among the factors studied, perceived usefulness was the most influential in driving the team's desire to continue using Agile. While satisfaction also contributed, the perception of usefulness served as a critical bridge between meeting expectations, satisfaction, and the intention to sustain the use of Agile practices. In essence, the study underscores the importance of organizations ensuring that teams genuinely perceive Agile methods as beneficial and practical in their workflows. The study also validates the use of the Expectation-Confirmation Model in understanding post-adoption user behaviour in Agile settings.

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