"Corporate mobile applications in Hungarian SMES: Management challenges and employee adoption"

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CORPORATE MOBILE APPLICATIONS IN HUNGARIAN SMEs: MANAGEMENT CHALLENGES AND EMPLOYEE ADOPTION

Abstract

The ongoing process of digitalization presents both opportunities and challenges for small and medium-sized enterprises (SMEs), particularly when it comes to integrating corporate mobile applications into daily operations. This study examines the key factors that influence employees' acceptance of, and their actual use of, employer-provided mobile applications.

Primary data were collected via a structured questionnaire survey conducted between March and July 2024 in Hajdú-Bihar County, Hungary. The target population comprised employees of SMEs and micro-enterprises who had access to such applications. Non-probability purposive sampling was employed to ensure relevance, yielding a total of 161 valid responses. Quantitative data were analyzed using structural equation modelling via the partial least squares method.

The results demonstrate that performance expectancy, facilitating conditions, hedonic motivation, and price value have a statistically significant positive impact on behavioral intention, which in turn is the strongest predictor of actual use. The model explains 69% of the variance in behavioral intention and 87.2% of the variance in actual use, which highlights the robustness of the findings. Conversely, social influence and effort expectancy played no meaningful role in this context, suggesting that adoption is shaped less by peer pressure or perceived ease of use and more by perceived benefits, organizational support, and motivational factors. From a management perspective, the findings emphasize the importance of investing in digital infrastructure, providing organizational support, and improving perceived value and user experience. Such measures are crucial for supporting effective implementation and fostering sustainable digital transformation in SMEs.

INTRODUCTION

The global advance of digitalization is profoundly affecting the way businesses operate, regardless of their size or sectoral classification. At the same time, the digital readiness of Hungarian small and medium-sized enterprises (SMEs) and micro-enterprises is significantly below the European Union average (Kergroach, 2020). For this group of companies, the adaptation of digital technologies is often carried out under the influence of external constraints, such as legal requirements or market pressure (Bálint et al., 2025; Brávácz & Krebsz, 2021). On the other hand, the international literature clearly proves that the resources invested in digitalization – whether in the short or long term – have a significant return (Belli et al., 2019; Fernández-Portillo et al., 2020; Garg et al., 2023).

The spread of mobile technology contributes to the elimination of the spatial and temporal limitations of work. Mobile applications are play-

ing an increasingly important role not only in the consumer sphere but also in the business world, especially in increasing the flexibility and efficiency of workflows (Eurostat, 2020). However, the existence of a technological infrastructure alone does not guarantee either successful implementation or long-term use. Acceptance at the organizational and individual levels, as well as the willingness to use it, are equally key factors (Abbad, 2021; Kovács & Várallyai, 2021).

In order to gain a deeper understanding of the psychological and motivational aspects behind the use of technology, a number of theoretical frameworks have been created. Among these, the Unified Technology Acceptance and Use Model (UTAUT) is of paramount importance because it provides a comprehensive theoretical basis for exploring user attitudes and behavioral intentions in various technological environments (Venkatesh et al., 2003).

Despite the theoretical and practical relevance of mobile application use in the business context, there is limited empirical evidence regarding how employees of Hungarian SMEs perceive and adopt these tools in their daily work. Given the low digital maturity of this sector and the growing role of mobile technologies, it is crucial to explore the factors that influence the acceptance and actual usage of corporate mobile applications.

1. LITERATURE REVIEW AND HYPOTHESES

The lack of digital competencies, organizational culture, and managerial support are major barriers to the actual use of introduced mobile applications, and employee attitudes towards technology also play a key role (Annisa et al., 2024). At the same time, user resistance, low digital literacy and data-security concerns often hinder successful adoption. To understand how individuals and organizations accept and integrate such tools, technologyacceptance models, most notably the Unified Theory of Acceptance and Use of Technology (UTAUT) and its extensions, provide a robust framework for analyzing user attitudes and behavioral intentions in organizational contexts. Mobile apps are software-based solutions that are primarily used on smartphones, tablets, or other portable devices (Chimuco et al., 2023). These technologies have fundamentally transformed user habits. While desktop computers were typically used to access digital services in the past, mobile devices have become dominant today (Iqbal et al., 2022). This trend is noticeable not only in private life but also increasingly in the work environment as well. (Petani & Mengis, 2023).

The integration of mobile technology at the organizational level creates new opportunities to increase operational efficiency, accessibility, and flexibility (Javaid et al., 2024). Corporate mobile apps can support processes across various functions for managers, from customer service to logistics. However, this requires strategic coordination and organizational support (Adiwijaya et al., 2022; Chiu et al., 2022; Mushi, 2022; Parapanos & Michopoulou, 2023). The literature clearly highlights the potential of mobile applications to increase revenues for SMEs and support faster and more informed decision-making (Iakovets et al., 2022; Slinger et al., 2024). One of the most significant benefits of such systems is the geographical independence of work (Choudhury et al., 2021), which allows employees to access organizational resources and databases from any location. This ability has become especially valuable with the rise of remote work and hybrid forms of work (Sokolic, 2021). Besides, mobile applications can be used to increase organizational efficiency, reduce lead times and improve the quality of customer service (Venkatesh et al., 2003). At the same time, the introduction of technology is not without its challenges. User resistance, the steepness of the learning curve, and the lack of digital competencies can all hinder effective adaptation. The issue of data security also deserves special attention, especially when handling sensitive company information (Herath et al., 2024). Therefore, companies must develop appropriate technological, organizational and regulatory frameworks to ensure safe and sustainable operation in the long term.

The rapid rise of advanced technologies such as artificial intelligence (AI) the integration of automation can open up new dimensions in the effectiveness of mobile applications (Lee & Chen, 2022). The interconnection of the Internet of Things (IoT) and mobile solutions can result in the development of even more complex and flexible systems, increasing competitiveness, especially in the SME sector (Mahdad et al., 2022; Sullivan et al., 2023). For small and medium-sized enterprises (SMEs), one of the greatest advantages of mobile applications is real-time access and flexibility (Adiwijaya et al., 2025). Business leaders and employees can access customer data, inventory information, or financial statements from anywhere (Wang & Sun, 2025). This is particularly important for rapid decision-making, which is one of the cornerstones of competitiveness for small firms (OECD, 2021). Mobile solutions also contribute to cost reduction, as businesses often do not require complex, customized software but instead use subscription-based, scalable applications.

Several studies have highlighted that the use of mobile applications has brought breakthroughs in several key business functions for SMEs. For SME managers, mobile applications enable more direct customer interaction and provide the tools needed to build loyalty programs. However, integrating these solutions into business processes requires strategic decisions about resource allocation and organizational support. The growing share of mobile commerce, which has already exceeded 50% of global transactions, puts pressure on SME managers to adapt their business models and allocate resources towards mobile-friendly solutions. This trend means that digitalization is becoming a management challenge rather than a purely technological shift. Access to real-time inventory and logistics information through mobile applications enhances managers' decision-making, reduces uncertainty, and enables more agile resource management.

SME leaders should regard mobile technologies as long-term strategic resources (Prihandono et al., 2024). Integrating them into organizational strategy can strengthen competitiveness, customer satisfaction, and innovative capacity (Surahman et al., 2023). Stocchi et al. (2022) emphasize that digital technologies, including mobile applications, have become strategic resources that strengthen market position, customer satisfaction, and innovation capacity (Ali Mohammad Alrifae, 2025). According to the European Commission (2020), SMEs that integrated mobile applications reported revenue growth that was 20-30% higher than that of non-adopters. This underlines for managers that digital tools are strategic resources that directly influence competitiveness, not optional add-ons. Similar results were found in an Asian study (Nakku et al., 2020), which revealed that the introduction of mobile technologies significantly increased SMEs' customer base and export capacity.

Previous studies have also shown that in SMEs, successful adaptation is often determined not by technological factors but by human factors (Thi Thu Thuy et al., 2023). The lack of digital competencies, organizational culture, and managerial support are critical in ensuring that introduced mobile applications are actually put into use as well as employee attitudes towards technology use also play a key role (Mushi, 2022; Salimon et al., 2023). Experiences from other countries also indicate that user experience (hedonic motivation) and trust in data security are decisive factors (Herath et al., 2024; Lee & Chen, 2022). In the Asian context, for example, community norms and managerial expectations play a stronger role in adoption (Yawised et al., 2025), while in Western Europe, usability and workplace productivity are more decisive factors (Chiu et al., 2022).

The research has also pointed out that the introduction of corporate mobile applications in SMEs poses different challenges compared to large enterprises. While larger organizations have dedicated IT departments and training programs (Salimon et al., 2023), smaller firms face the greatest obstacles in terms of lacking digital competencies and limited resources (Mushi, 2022). This means that employee attitudes and motivations influence successful adoption more strongly than technological factors alone (Andarwati et al., 2019).

International studies indicate that the acceptance of mobile applications is strongly influenced by user experience and enjoyment (hedonic motivation) (Lee & Chen, 2022), which are increasingly seeping from the consumer environment into organizational settings. At the same time, trust

and data security remain key factors for SMEs (Herath et al., 2024). Cultural differences are also significant: in Asia, community norms and managerial expectations weigh more heavily (Yawised et al., 2025), while in Western Europe, usability and workplace productivity are more emphasized (Chiu et al., 2022).

Empirical studies based on technology acceptance models (e.g., TAM, UTAUT) confirm that performance expectancy is the most important factor across nearly all contexts (Qahtani et al., 2019; Venkatesh et al., 2003). However, in SMEs, facilitating conditions and organizational culture are much more decisive for successful implementation than in large enterprises (Alquhaif & Al-Mamary, 2025). This underlines the importance of examining the relationship between employees' intention and actual use in the Hungarian SME context. Currently, there are few empirical studies in Hungary examining the actual use of corporate mobile applications and the psychological factors influencing their adoption, so this study aims to fill that gap.

Over the past decades, research into the acceptance of technology has become one of the key directions in information systems. The introduction of new technology is not only a technical task but is also closely intertwined with the attitudes, expectations and social environment of users. To understand these complex relationships, the system of continuously evolving technology acceptance models serves to understand them. One of the most widely used frameworks is the Unified Technology Acceptance and Use Model, i.e. UTAUT (Venkatesh et al., 2003), which synthesize previous theoretical models. These models can be traced back to the theory of the Technology Acceptance Model (TAM) developed by Davis (1989). It assumes that the main factors for acceptance are the perceived usefulness and usability of the technology. Subsequent expansions, such as TAM2 (Venkatesh & Davis, 2000) and TAM3 (Venkatesh & Bala, 2008), added new variables to the original framework, taking into account, among other things, social impacts, user experiences and the role of volunteering. The model identifies four main factors that influence the intention and actual use of the technology (Venkatesh et al., 2003). The op-

eration of the model is influenced by four moderating factors: the user's gender, age, experience, and whether they voluntarily use the given technology. Originally, UTAUT was developed for a corporate environment, where the use of technology is often not a voluntary decision.

An improved version of the model, UTAUT2 (Venkatesh et al., 2012), is now suitable for use in consumer environments. The factor of the original UTAUT model is Performance Expectancy (PE), which is a belief that technology will improve productivity. The Effort Expectancy (EE), which describes how easy it is to use technology. The Social Influence (SI), which highlights what important people's opinions are about the use of technology; and Facilitating Conditions (FC), which refers to the existence of the technical and infrastructural background provided by the organization, are supplemented by additional factors. Describes the user's motivations, the habit (HA), which reflects users' daily usage habits, and the value for money (PV). These can be especially important, for example, in the case of corporate mobile applications, where not only functionality but also the user experience and perceived ROI are important aspects (Keszey & Zsukk, 2017).

In our research, we used the UTAUT2 model as a theoretical framework, focusing on hedonic motivation and value for money as factors influencing behavioral intent. With this approach, we aim to provide a more complete picture of the factors driving the adoption and actual use of enterprise mobile applications among Hungarian small and medium-sized enterprises.

This research aims to identify these factors with the help of the UTAUT2 model in order to understand better how sustainable mobile application use can be developed among Hungarian small and medium-sized enterprises. The research model based on the theoretical background formulates eleven main hypotheses as follows:

H1:   *Performance Expectancy has a positive effect on Behavioral Intention.*

H2:   *Price Value has a positive effect on Behavioral Intent.*

H3:   Hedonic Motivation has a positive effect on Behavioral Intent.

H4:   Facilitating Conditions promote the development of positive Behavioral Intentions.

H5:   Behavioral Intention has a positive impact on actual use (Usage Behavior).

H6:   Effort Expectancy promotes the development of positive Behavioral Intentions.

H7:   Attitude Toward Using Technology promotes the development of positive Behavioral Intentions.

H8:   Social Influences promote the development of positive Behavioral Intentions.

H9:   Self-efficacy promotes the development of positive Behavioral Intentions.

H10:   Anxiety promotes the development of positive Behavioral Intentions.

H11:   Habits promote the development of positive Behavioral Intentions.

The hypotheses examine the relationships between user acceptance and actual use of technology. The focus of the research was on which factors most encourage employees to use corporate mobile applications regularly in their daily workflows.

2. METHODOLOGY

The empirical research was conducted using a standardized and previously validated questionnaire based on the UTAUT2 model developed by (Venkatesh et al., 2012) which detailed in Table A1 in the Appendix. The choice of this measurement instrument was justified by its extensive use and proven reliability in the study of technology acceptance in organizational contexts. The questionnaire items were adapted to the specific setting of corporate mobile application use among SMEs, and preliminary testing was carried out to ensure their clarity and relevance.

Data collection took place in Hungary in Hajdú-Bihar County between March and July 2024. The survey was conducted using a paper-based questionnaire format. Questionnaires were distributed to employees of randomly selected small and medium-sized enterprises through in-person outreach. This method ensured a diverse and representative sampling, particularly including companies where digital access or engagement through online tools may have been limited. Participation was voluntary, and informed consent was obtained from all respondents. The questionnaire included an introductory section that outlined the purpose of the study, guaranteed the anonymity and confidentiality of the data, and informed participants of their right to withdraw at any time. No personally identifiable information was collected. Ethical principles such as impartiality, informed consent, and data protection were strictly observed throughout the research process. These measures were essential for ensuring the credibility and reliability of the collected data and for reflecting authentic employee experiences and attitudes regarding the use of enterprise mobile applications.

A total of 200 questionnaires were distributed, of which 170 were returned, and 161 of them could be evaluated. The size of the sample met the minimum requirements of structural equation modelling (SEM), according to which at least 15-20 observations per variable are needed to generalize the results (Hair et al., 2014). As Table 1 introduces, the majority of respondents were men (58%), while the proportion of women was 42%. The sample shows a strong representation of managers: 77% of the respondents worked in a managerial position, while 23% were subordinates. Based on the time spent in the current workplace, most of them, 58%, have been employed for more than ten years, which indicates a strong organizational embeddedness. The volunteer rate for using the apps was extremely high, at 98%. Broken down by sector, agriculture (27%), scientific and technical activities (16%), and trade and repair of motor vehicles (12%) dominated. This diversity lays the foundation for generalizability to a broader range of Hungarian SMEs.

Table 1. Descriptive statistics by sector, gender, age, work experience, and voluntariness of the sample

Variable	Number of respondents	Percent (%)
Sector	161	
Agriculture	43	27%
Processing	10	6%
Construction	13	8%
Trade and car service	19	12%
Transportation	7	4%
Hospitality	5	3%
Information and communication	6	4%
Finance and insurance	1	1%
Real estate	12	7%
Science and engineering	25	16%
Administration	8	5%
Education	7	4%
Human health services and social work activities	2	1%
Other services	3	2%
Gender	161	
Male	94	58%
Female	67	42%
Work experience at the current company	161	
0-1	5	3%
1.1-5	31	19%
5.1-10	31	19%
10-	94	58%
Voluntary	161	
Yes	157	98%
Well	4	2%
Position	161	
Managerial position	124	77%
Non-managerial position	37	23%

3. MEASUREMENT AND DATA MANAGEMENT

The items in the questionnaire were derived from the components of the UTAUT2 model and its internationally validated applications (Al Aufa et al., 2020; Al-Qeisi et al., 2015; Puriwat & Tripopsakul, 2021; Yawised et al., 2025). The individual constructions were measured on a five-point Likert scale (1 = strongly disagree, 5 = strongly agree) in a total of 45 items. The questionnaire was pretested with the involvement of 20 people, the aim of which was to check the linguistic and content comprehensibility. Actual usage behavior was measured using self-report questions, as objective log data were not available. This methodological approach is consistent with the literature (Johnson et al., 2014) that states that real-world technology use can often only be grasped subjectively.

The questionnaire designs were based on validated variables from the UTAUT and UTAUT2 models and were supplemented with additional factors based on the literature, such as habit, self-efficacy, and technological anxiety (Al Aufa et al., 2020; Venkatesh et al., 2012; Yawised et al., 2025). The statements for each construction are summarized in Table A1 in the Appendix.

3.1. Method of analysis

The data analysis was carried out using structural equation modelling (PLS-SEM) estimated by the partial least squares method, according to the two-step procedure proposed by (Anderson & Gerbing, 1988). In the first step, the convergence and discrimination validity of the measurement model were tested by Controlling Factor Analysis (CFA), and in the second step, the research hypotheses were examined based on the structural model. The reliability and significance of the estimates were evaluated using bootstrapping (5,000 samples). The model under study is of the reflective type since constructs (such as performance expectations or behavioral intentions) cause indicators that are not composed of them. In the case of reflective models, it is expected that the individual indicators are highly correlated with each other, and their removal must not significantly change the meaning of the construction. Accordingly, we focus on the analysis of the structural model, with special regard to the VIF values and the indicator loadings (Anderson & Gerbing, 1988).

4. RESULTS

The constructs included in the questionnaire were examined with the help of Control Factor Analysis (CFA), during which some items were removed from the model based on the modification indices and the standardized residual matrix. The fit indicators of the final measurement model met the expected criteria. The convergence validity (Table 2) was verifiable for all schemes, the factor loading values were above 0.707, the composite validity values exceeded the threshold of 0.7, and the mean explained variance (AVE) was above 0.5 in all cases.

Table 2. Results of construct reliability and validity

Factor	Alpha (>0.7)	Dillon-Goldstein rho (>0.7)	AVE (>0.5)	rhoA (>0.7)
Performance Expectancy	0.886	0.929	0.814	0.922
Facilitating Conditions	0.709	0.834	0.628	0.791
Hedonic Motivation	0.868	0.919	0.790	0.881
Price Value	0.910	0.943	0.847	0.928
Behavioral Intentions	0.985	0.990	0.971	0.985
Usage Behavior	0.907	0.936	0.785	0.929

The validity of the discrimination examined based on the Fornell-Larcker criterion also proved to be satisfactory. In Table 3, the values in the diagonal are the square roots of the AVE values of each variable. In the case of Performance Expectancy (PE), the value of AVE is 0.814 based on the previous table, the square root of which is $\sqrt{0.814} \approx 0.902$, which exceeds the correlation of PE with other constructions (e.g. FC, HM, PV, etc.) (0.605, 0.561, 0.577, etc.). This pattern is also valid for all other schemes, so the validity of discrimination can be considered satisfactory as each scheme is well separated from the others.

In order to check the validity of discrimination (Table 2) between the constructions, in addition to the Fornell-Larcker criterion, Heterotrait-Monotrait Ratio (HTMT) values were also examined. This indicator is a more reliable measure of discriminant validity, especially if there is a stronger relationship between the designs based on (Henseler et al., 2015) the HTMT values < 0.90, which indicates that the constructions are well separated from each other. In the course of the present analysis, the HTMT value for all construction pairs fell below 0.9, which proves that the discrimination validity of the measurement model is adequate according to this criterion as well.

Table 3. Result of the discriminant validity

	PE	FC	HM	PV	BI	UB
PE	0.902					
FC	0.605	0.792				
HM	0.561	0.341	0.889			
PV	0.577	0.731	0.498	0.920		
BI	0.751	0.677	0.576	0.678	0.986	
UB	0.786	0.652	0.647	0.682	0.934	0.886

4.1. Indicators (loadings) and their removal

During the cleaning of the measurement part of the model, some indicators had to be removed due to the low factor charge, and the PE1 item was omitted from the model. Its factor charge was below 0.4, which is significantly below the accepted lower limit. The PE indicators kept all showed values above 0.7, so the validity of the scheme remained. The second reason was the deterioration of the explained variance. The FC2 item had to be removed despite the fact that its factor charge was not abnormally low. However, the presence of FC2 negatively affected the explanatory power of the Facilitating Conditions construct in the structural model (R^2 value decreased), so this element had to be removed to improve the fit of the model. The third reason was that the HTMT value was too high. The HTMT (Heterotrait-Monotrait Ratio) values between the indicators were also examined. If the HTMT value rises above 0.9 between one construction and another construction, it can be problematic as it may indicate a lack of validity of discrimination between the plans. The following latent variables: EE, AU, SI, SE, A, H have been excluded because they do not meet the threshold of the expected criterion for HTMT. Thus, they were no longer included in the final model. Furthermore, moderating variables were not included in the final model because the studies did not show any significant effect on any latent variable. After making these changes, our final model was formed.

After examining the structural model, the significance of the research hypotheses was tested by bootstrapping using a 5,000-repeat sampling. The regression coefficients were significantly different from zero, as the 95% confidence intervals did not include zero in either case.

According to the results (Table 4), the most important predictor of behavioral intent was performance expectations ($\beta = 0.399$; $p < 0.001$), which confirms the assumption that employees' willingness to use a mobile app depends primarily on how useful they consider it to be for their work. This is followed by the role of the supporting conditions ($\beta = 0.242$; $p < 0.01$), which highlights the importance of the organizational background and the technical assistance available.
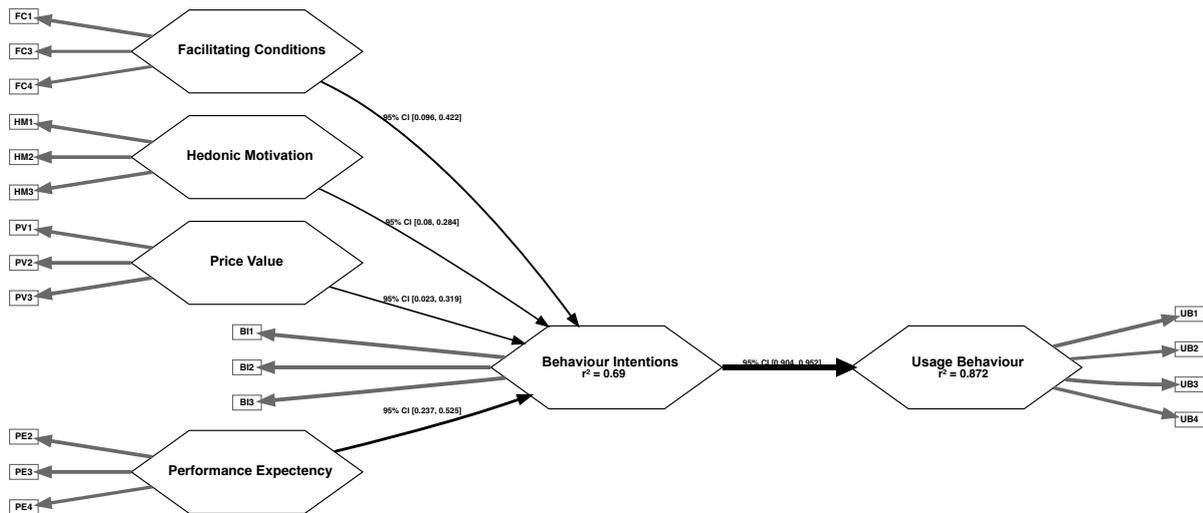
Figure 1. The role of each factor on the intention to use enterprise mobile apps in the model (modified UTAUT2)

Hedonic motivation (β = 0.179; p < 0.01) and value for money (β = 0.182; p < 0.05) also had a significant effect on behavioral intent. The former indicates that the positive experience that the application provides contributes to the willingness, and the latter indicates that employees, even if they are not direct cost-bearers, perceive the "value for money" aspect of the system.

Behavioral intent strongly determines actual usage behavior (β = 0.934; p < 0.001), which confirms one of the most fundamental correlations of behavioral theory models in the SME environment as well.

The explanatory power of the structural model (Table 5) is outstanding: 69% of the variance of behavioral intent (R^2 = 0.690) and 87% of the variance of actual usage behavior (R^2 = 0.872) could be explained by the model. This indicates that the examined variables together can reliably predict the use of mobile applications in the workplace among Hungarian SMEs.

Table 5. The R-squares and the parameters of the model

	Behavioral Intentions	Usage Behavior
R^2	0.690	0.872
AdjR^2	0.682	0.871
Performance Expectancy	0.399	.
Facilitating Conditions	0.242	.
Hedonic Motivation	0.179	.
Price Value	0.182	.
Behavioral Intentions	.	0.934

4.2. VIF values – examination of multicollinearity in the structural model

During the analysis of the structural model, we also examined the Variance Inflation Factor (VIF) values, which show whether there is a multicollinearity between the predictor variables. The VIF values were calculated for all explanatory constructions with respect to dependent variables.

Table 4. Results of bootstrap validation

	Original est.	Bootstrap mean	Bootstrap SD	t-stat.	2.5% CI	97.5% CI
PE → BI	0.399	0.389	0.073	5.450	0.237	0.525
FC → BI	0.242	0.256	0.084	2.892	0.096	0.422
HM → BI	0.179	0.180	0.052	3.409	0.080	0.284
PV → BI	0.182	0.180	0.077	2.371	0.023	0.319
BI → UB	0.934	0.933	0.012	76.000	0.904	0.952

Most VIF values remained below 5, which is the accepted limit. This shows that there is no significant multicollinearity between the explanatory constructions so that the individual effects can be reliably interpreted.

5. DISCUSSION AND IMPLICATIONS

The results confirm that the acceptance of technology in Hungarian SMEs is a complex, multi-layered process, influenced by both individual and organizational factors. Performance expectancy had the strongest impact on behavioral intention, which is consistent with previous studies (Alquhaif & Al-Mamary, 2025; Qahtani et al., 2019). This suggests that employees are more likely to adopt corporate mobile applications if they clearly perceive them as tools that will improve their work efficiency. For managers, this implies that introducing mobile applications should start with demonstrating their tangible benefits for specific workflows.

Facilitating conditions also played a significant role, emphasizing that successful implementation depends on both individual attitudes and the quality of the organizational environment. Adequate infrastructure, technical support, and visible managerial commitment are therefore essential prerequisites. This finding is consistent with earlier empirical results and is consistent with recent evidence showing that digital orientation and digital capacity strongly promote successful digital transformation and enhance organizational agility (Khanh Cuong et al., 2025).

Salimon et al. (2023) emphasize that SME leaders must allocate sufficient resources to training and support if they wish to secure long-term employee adoption. One interesting result is the significant effect of hedonic motivation and price value, which are factors that are often associated with consumer markets. Our study shows that these factors also influence employees' willingness to use corporate applications, particularly through a positive user experience and a perceived return on investment. Managers should therefore treat usability, design, and the perceived value as strategic concerns rather than secondary issues, as Salimon et al. (2023) have confirmed.

Behavioral intention was found to be the strongest predictor of actual use, demonstrating exceptionally high explanatory power ($R^2 = 0.872$). This finding highlights the importance of fostering intention as a mediating factor, and it signals to managers that sustainable usage will only occur if they actively support employees' motivation and perceived benefits.

In practice, the following recommendations emerge:

- Demonstrate usability by linking mobile applications directly to productivity gains.

- Provide technical and educational support to help employees with limited digital skills.

- Invest in user experience to ensure that applications are engaging and intuitive.

- Communicate value for money, even for internal systems, to strengthen employee commitment.

Overall, the research confirms that digital transformation is a managerial challenge, as well as a technical issue, requiring coordinated efforts in infrastructure, training, and employee motivation. This extends prior findings (Andarwati et al., 2019) by emphasizing the important role of user experience and enjoyment, which are often overlooked in earlier studies focusing on SMEs.

CONCLUSION

The study on factors affecting behavioral intention to use employer-provided mobile applications within Hungarian SMEs found that performance expectancy is the strongest predictor of usage intention among employees. Facilitating conditions, hedonic motivation, and price value also significantly influ-

enced behavioral intention, which in turn strongly determines actual usage in an SME environment. The model explained 69% of the variance in behavioral intention and 87.2% of the variance in actual use, indicating its strong explanatory power. Management should pay particular attention to emphasising the capabilities and job benefits of the application in communications and training. Facilitating conditions, such as technical support and user-friendly design, also contribute significantly to the success of the introduction and user satisfaction. Prior to implementation, it is advisable to engage employees in the design and development process to enhance internal support and incorporate user needs. Hedonic motivation, or the enjoyment value of using the application, also plays a role in acceptance, so optimising the user experience is key. The identification and support of "tech champions" can facilitate the promotion of the application among colleagues and provide informal support to accelerate adoption. SMEs should build on continuous feedback collection and analysis to continuously improve the application based on user needs. As part of the post-implementation strategy, it is essential to measure and analyze actual usage patterns in order to identify barriers to adoption.Integrating the mobile application into existing workflows is key to maximising efficiency and minimising work interruptions. The ultimate success of the application's implementation is ensured by strategic planning, appropriate support conditions, maintaining motivation, and continuous measurement.

From a managerial perspective, the implications are clear: SME leaders must actively communicate the benefits of mobile applications, provide adequate training and technical support, and foster an environment in which employees perceive the applications as useful and engaging. Transparent communication about costs and value can also strengthen employee commitment and reduce resistance. In practice, managers should approach digital transformation as a strategic initiative that integrates technology with people-centered policies. While the model demonstrated strong explanatory power, the findings are limited by the geographically restricted sample and reliance on self-reported data. Future research should include more diverse regions, sector-specific comparisons, and longitudinal designs to capture changes over time. The main conclusion for management is that digital transformation in SMEs requires more than simply deploying functional tools. Successful mobile applications are based on three mutually reinforcing pillars: usefulness, organisational support, and a positive user experience. Leaders who address all three can increase adoption and drive sustainable digital transformation in their organizations.

AUTHOR CONTRIBUTIONS

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APPENDIX

Table A1. Schemes and their related indicators (questionnaire items)

Variable		Cronbach's alpha	Cr	AVE	Description of items
Performance Expectancy	PE	0.910	0.935	0.789	PE1: I believe that using the company-specific mobile application is useful in my job.
					PE2: Using the company-specific mobile application enables me to complete tasks more quickly.
					PE3: Using the company-specific mobile application increases my productivity.
					PE4: I believe that using the company-specific mobile application increases my chances of getting a raise.
Effort Expectancy	EE	0.882	0.931	0.728	EE1: Interacting with the company-specific mobile application is clear and understandable.
					EE2: Learning to use the company-specific mobile application would be easy for me.
					EE3: I find the company-specific mobile application easy to use.
					EE4: It is easy for me to become skillful at using the company-specific mobile application.
Attitude Toward Using Technology	AU	0.885	0.912	0.740	AU1: Using the company-specific mobile application is a good idea.
					AU2: The company-specific mobile application makes work more interesting.
					AU3: Working with the company-specific mobile application is fun.
					AU4: I enjoy working with the company-specific mobile application.
Social Influences	SI	0.889	0.893	0.751	SI1: People who influence my behavior think I should use the company-specific mobile application.
					SI2: Important people in my life think I should use the company-specific mobile application.
					SI3: Management is supportive of the use of the company-specific mobile application.
					SI4: The organization generally supports the use of the company-specific mobile application.
Facilitating Conditions	FC	0.709	0.791	0.628	FC1: The company provides support for the use of the company-specific mobile application.
					FC2: I have the resources necessary to use the company-specific mobile application.
					FC3: I have the knowledge necessary to use the company-specific mobile application.
					FC4: A specific person (or group) is available for assistance with difficulties related to the company-specific mobile application.
Hedonic Motivation	HM	0.868	0.881	0.790	HM1: Using the company-specific mobile application is enjoyable.
					HM2: I find pleasure in using the company-specific mobile application.
					HM3: I experience joy when using the company-specific mobile application.
Self-efficacy	NEITHER	0.851	0.862	0.690	SE1: I could complete a job or task using the company-specific mobile application even if no one were around to tell me what to do.
					SE2: I could complete a job or task using the company-specific mobile application if I could call someone for help if I got stuck.
					SE3: I could complete a job or task using the company-specific mobile application if I had much time to complete it.
					SE4: I could complete a job or task using the company-specific mobile application if I only had access to the built-in help system.
Anxiety	AN	0.873	0.953	0.708	AN1: I feel anxious about using the company-specific mobile application.
					AN2: I worry that pressing the wrong button in the company-specific mobile application could cause me to lose much information.
					AN3: I hesitate to use the company-specific mobile application because I am afraid of making mistakes I cannot correct.
					AN4: Using the company-specific mobile application is somewhat intimidating to me.

Table A1 (cont.). Schemes and their related indicators (questionnaire items)

Variable		Cronbach's alpha	Cr	AVE	Description of items
Price Value	PV	0.910	0.928	0.847	PV1: The company-specific mobile application is reasonably priced.
					PV2: The company-specific mobile application represents good value for the money.
					PV3: At the current price, the company-specific mobile application provides good value.
Habit	IF	0.915	0.957	0.809	HA1: Using the company-specific mobile application has become a habit for me.
					HA2: I am addicted to using the company-specific mobile application.
					HA3: I have to use the company-specific mobile application.
					HA4: Using the company-specific mobile application has become natural to me.
Behavioral Intentions	BI	0.985	0.985	0.971	BI1: I intend to use the company-specific mobile application in the coming months.
					BI2: I am sure I will use the company-specific mobile application in the coming months.
					BI3: I plan to use the company-specific mobile application in the coming months.
Usage Behavior	UB	0.907	0.929	0.785	UB1: I regularly use the company-specific mobile application in my work.
					UB2: Using the company-specific mobile application is a pleasant experience.
					UB3: I currently use the company-specific mobile application as a supporting tool in my work.
					UB4: I spend much time using the company-specific mobile application during my work.