

THE IMPACT OF PERCEIVED EASE OF USE, PERCEIVED USEFULNESS, AND BEHAVIORAL INTENTION TO USE ON TASK PERFORMANCE IN THE ADOPTION OF ELECTRONIC RECORDS MANAGEMENT SYSTEMS AMONG GOVERNMENT SERVANTS AT SURUHANJAYA PERKHIDMATAN AWAM MALAYSIA

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Abstract: *This study examines the relationships among perceived ease of use (PEOU), perceived usefulness (PU), behavioral intention to use (BIU), and task performance in the context of electronic records management (ERM) among 305 government servants at the Suruhanjaya Perkhidmatan Awam Malaysia (SPA). Drawing on the Technology Acceptance Model (TAM), the study aims to investigate how PEOU and PU influence BIU, and how BIU, in turn, affects task performance in the adoption of ERM systems. A structured online questionnaire was distributed to participants, and data were analyzed using SPSS. The results reveal that both PEOU and PU have a significant positive effect on BIU. Furthermore, BIU is found to mediate the relationships between PEOU and PU with task performance. The findings suggest that government servants' intention to use ERM systems plays a crucial role in enhancing their task performance, emphasizing the importance of perceived ease of use and usefulness in driving the adoption of electronic records management systems in government institutions. This study contributes to the understanding of factors influencing ERM system*

adoption and provides practical implications for improving system implementation strategies within government agencies.

Keywords: *Perceived ease of use (PEOU), perceived usefulness (PU), Behavioral intention to use (BIU), and Task performance*

Introduction

The rapid evolution of digital technologies has profoundly impacted various sectors, including the management of organizational records. In the context of government agencies, electronic records management (ERM) systems have become essential tools for ensuring efficiency, transparency, and accountability. (Modiba, 2023) As public sector organizations, such as the Suruhanjaya Perkhidmatan Awam Malaysia (SPA), increasingly rely on digital systems to store, retrieve, and manage records, understanding the factors that influence the adoption and effective use of ERM systems is crucial. This study investigates the role of perceived ease of use (PEOU), perceived usefulness (PU), and behavioral intention to use (BIU) in shaping task performance in the context of ERM among government servants in Malaysia.

Electronic records management refers to the systematic control of electronic records throughout their lifecycle, from creation and receipt to classification, storage, retrieval, and eventual disposal (Rawashdeh et al., 2021). ERM systems are designed to facilitate the management of digital records in a secure, efficient, and compliant manner (Bunawan et al., 2023). The primary objective of ERM is to ensure that records are organized, accessible, and protected from loss or unauthorized access, while meeting regulatory and legal requirements. These systems are particularly important for government agencies, where the integrity and accessibility of records are crucial for transparency, decision-making, and public trust (John, 2023).

Despite the advantages offered by ERM systems, their successful implementation and utilization depend on various factors, such as user perceptions, training, and organizational support. This study focuses on two key factors that are central to the adoption of ERM systems: perceived ease of use (PEOU) and perceived usefulness (PU).

The Technology Acceptance Model (TAM), developed by Davis (1989), has been widely used to understand the factors influencing technology adoption and usage. According to TAM, perceived ease of use and perceived usefulness are two critical determinants that influence an individual's behavioral intention to use a technology, which in turn affects actual system usage and task performance (Warsono et al., 2023). Perceived ease of use refers to the degree to which a person believes that using a particular system would be free from effort, while perceived usefulness reflects the extent to which a person believes that using the system would enhance their job performance (Desma et al., 2022).

This study builds on TAM by examining how PEOU and PU impact behavioral intention to use ERM systems, and how BIU subsequently affects task performance among government servants. It is important to understand how these perceptions influence not only the adoption of the system but also its actual use and effectiveness in enhancing performance in the workplace (Faida et al., 2022).

Despite the growing use of ERM systems in government organizations, the adoption rate and actual usage of such systems can vary significantly. Many government servants are still hesitant to fully embrace ERM systems, often due to perceived challenges related to ease of use, lack of training, or concerns about the system's impact on their job performance. Understanding how PEOU and PU influence behavioral intention to use and, ultimately, task performance can provide valuable insights for improving ERM system implementation strategies in government agencies. This research aims to fill the gap by examining these relationships within the context of the SPA, focusing on the mediating role of behavioral intention to use ERM systems.

Research Objectives

The primary objectives of this study are:

1. To examine the relationship between perceived ease of use and behavioral intention to use ERM systems.
2. To investigate the relationship between perceived usefulness and behavioral intention to use ERM systems.
3. To explore the mediating role of behavioral intention to use in the relationship between PEOU and task performance, and PU and task performance.

Problem Statement

In the digital era, the management of records within government agencies has shifted from traditional paper-based systems to more efficient electronic records management (ERM) systems. Prior to implementing an Electronic Records Management System (ERMS), organisations must first determine the most suitable system for adoption, with hands-on engagement serving as a key driver for successful integration. Within the Malaysian government sector, it is therefore essential to identify the critical success factors that influence ERMS implementation. According to Al-Rahmi et al. (2020), the limited prioritisation of ERMS in underdeveloped nations is largely attributed to the insufficient exploration and analysis of organisational factors affecting its adoption. Furthermore, technological advancements and the rapid shift from physical to virtual operations have led to a significant increase in the generation of electronic records across government entities. However, as Ambira et al. (2019) observed, there remains a lack of unified principles and clear accountability mechanisms to promote collaboration among government ministries in delivering high-quality public services.

The Suruhanjaya Perkhidmatan Awam Malaysia (SPA) and other government institutions are increasingly adopting ERM systems to streamline administrative processes, improve accessibility, and enhance record-keeping practices. However, despite the clear advantages of ERM systems in improving organizational efficiency and compliance with legal and regulatory standards, the adoption and effective use of these systems remain a significant challenge.

One of the main obstacles to the successful implementation of ERM systems is the reluctance or slow adoption by employees (Meiranto et al., 2024). Government servants, particularly in bureaucratic organizations, are often resistant to changes in the way they perform their duties, especially when it involves new technologies that may seem complex or difficult to integrate into their daily tasks. This resistance is often driven by concerns related to the perceived ease of use and perceived usefulness of these systems. These factors—perceived ease of use (PEOU) and perceived usefulness (PU)—play a critical role in determining an individual's behavioral

intention to use a system, which subsequently affects actual system usage and performance outcomes (Yee & Kamaruddin, 2024).

Despite the widespread adoption of ERM systems, many government employees, especially those who have been accustomed to paper-based processes, may still view these systems with skepticism or apprehension. If employees do not believe that the system will enhance their task performance or are uncertain about how to use it effectively, their behavioral intention to use the system may be low, affecting both individual and organizational outcomes. Behavioral intention to use (BIU) is a critical variable in understanding technology adoption. BIU refers to an individual's willingness to use a system, which is influenced by both the perceived ease of use and perceived usefulness of the system (Tanos et al., 2024). In the context of ERM, the behavioral intention to use the system may be strongly shaped by how employees perceive its ease of use and its potential to improve their work performance (Omar et al., 2022). However, the mere intention to use a system does not guarantee its effective use or improved task performance. Therefore, understanding how BIU mediates the relationship between PEOU and PU with task performance is essential for a comprehensive understanding of the adoption process.

Task performance refers to the ability of employees to effectively complete their job-related tasks. In the case of ERM systems, task performance would be measured by how efficiently and accurately employees can manage records using the electronic system. Task performance is essential for organizations because it directly impacts productivity, service delivery, and overall organizational effectiveness. In the context of ERM, improving task performance through the use of technology is crucial for the efficiency of government operations and for ensuring the integrity and accessibility of public records.

While several studies have examined the adoption of technology and its relationship with task performance, the role of behavioral intention to use as a mediating variable in the adoption of ERM systems, particularly within the public sector, remains insufficiently explored. Understanding how perceptions of ease of use and usefulness contribute to employees' intention to use ERM systems—and how this intention subsequently impacts their task performance—is crucial for developing strategies that encourage widespread adoption and maximize the benefits of ERM systems.

Literature Review

The use of Electronic Records Management (ERM) systems in organizations has grown exponentially due to the digital transformation of business processes and the need for efficient, secure, and transparent record-keeping systems. In government agencies like the Suruhanjaya Perkhidmatan Awam Malaysia (SPA), the successful adoption and utilization of ERM systems are crucial for ensuring that public records are managed in a systematic, accessible, and compliant manner. This literature review examines the key variables influencing the adoption of ERM systems—namely, perceived ease of use (PEOU), perceived usefulness (PU), and behavioral intention to use (BIU)—and their effects on task performance. It also explores the mediating role of BIU in this relationship.

ERM Systems in Public Administration

Electronic Records Management (ERM) refers to the use of electronic systems to capture, manage, store, retrieve, and dispose of records throughout their lifecycle. ERM systems are designed to replace paper-based records management processes by providing an electronic alternative that enhances efficiency, security, and compliance with legal and regulatory requirements (Hawash et al., 2021). The adoption of ERM systems offers several benefits, including improved productivity, enhanced transparency, reduced costs, and better access to records (Ala'a & Ramayah, 2023). However, despite these advantages, the adoption rate of ERM systems varies, and organizations often face challenges in ensuring that these systems are fully utilized by employees (Anuar et al., 2023).

Despite government mandates or organizational needs, ERM system implementation often faces resistance or inconsistent use by public sector employees (Abdullah et al., 2020). This underlines the importance of understanding what drives or inhibits adoption since people is one of the most important factors contributing to effective adoption of ERM in government agencies (Matto, 2022). As many of these challenges are behavioural or perceptual, theories like Technology Acceptance Model (TAM) are particularly relevant in studying public sector technology use (Guo et al., 2019).

While ERM adoption studies using TAM-based literature has been widely investigated, few studies known to the researchers that focused particularly on the public administration in Southeast Asia with special attention to Malaysia. Many studies have been conducted on corporate and academic contexts (Chocarro et al., 2023; Hawash et al., 2021; Mailizar et al., 2022; Panergayo, 2021).

TAM and Technology Adoption

The Technology Acceptance Model (TAM) developed by Davis (1989) has been widely used to explain and predict user acceptance of technology. TAM suggests that two key factors—perceived ease of use (PEOU) and perceived usefulness (PU)—influence an individual's behavioral intention to use a system (BIU), which subsequently affects actual system usage. According to TAM, if a system is perceived to be easy to use and useful, users are more likely to adopt and utilize it effectively (Ratnawati & Darmanto, 2023). In the context of ERM systems, understanding these perceptions is crucial for ensuring the system's successful implementation and use in government agencies like the SPA.

Perceived Ease of Use (PEOU)

Perceived ease of use refers to the extent to which a person believes that using a technology will be free from effort (Wilson et al., 2021). It is a critical factor influencing technology adoption, as individuals are more likely to use systems they perceive as user-friendly and easy to learn. In the context of ERM systems, if employees find the system complicated or difficult to navigate, their willingness to use it may decrease, negatively impacting system adoption and performance (Seo & Lee, 2021).

Perceived Usefulness (PU)

Perceived usefulness refers to the degree to which a person believes that using a particular technology will enhance their job performance (Arghashi & Yuksel, 2022). In the case of ERM systems, if employees perceive the system as beneficial to their work—whether by improving

productivity, ensuring compliance, or enhancing access to information—they are more likely to use it effectively (Chocarro et al., 2023).

Behavioral Intention to Use (BIU)

Behavioral intention to use refers to an individual's willingness or intention to use a particular technology (Hooda, 2022). According to TAM, BIU is a key mediator between perceived ease of use, perceived usefulness, and actual system usage (Faida et al., 2022). In the context of ERM, employees' intention to use the system mediates the effect of PEOU and PU on actual system usage and task performance. Research has consistently shown that higher behavioral intention to use leads to greater actual usage of technology (Chai et al., 2021). Therefore, understanding the factors that influence BIU, such as PEOU and PU, is crucial for improving task performance through the use of ERM systems.

Relationships among PEOU, PU, BIU and Task Performance

Task performance refers to how well an individual performs their job-related tasks and responsibilities (Orr et al., 2022). In the case of ERM systems, task performance is measured by how effectively and efficiently employees can manage and process records. The adoption and use of ERM systems are expected to enhance task performance by making record management processes more streamlined, reducing errors, improving access to information, and ensuring compliance with legal requirements (Casu et al., 2021). However, task performance is not solely dependent on the system's features—it is also influenced by how employees perceive the system's ease of use and usefulness, which in turn affects their behavioral intention to use the system.

Numerous studies have shown that PEOU significantly affects an individual's intention to use technology (Mailizar et al., 2022), including ERM systems (Humida et al., 2022). Employees who perceive the ERM system as easy to use are more likely to adopt it, resulting in improved task performance. Previous studies have also demonstrated that PU significantly impacts both the intention to use and actual use of various information systems, including ERM systems in public and private organizations (To et al., 2021). When government employees believe that ERM systems will help them complete their tasks more efficiently or improve their job performance, their intention to use the system will likely increase, leading to better task performance.

While PEOU and PU have been found to directly influence task performance, the relationship between these variables is often mediated by behavioral intention to use (BIU) (Wu et al., 2024). BIU plays a crucial role in translating positive perceptions of PEOU and PU into actual system usage and, ultimately, task performance. Employees who perceive the ERM system as both easy to use and useful are more likely to form a strong intention to use the system, which enhances their actual usage and improves their task performance (Lv et al., 2022). This mediating effect is particularly important in public sector organizations like the SPA, where employees may be required to adopt new systems despite initial resistance or hesitation. Although BIU is recognized as a mediator between perceptions and usage, there is scarcity of studies that have tested its mediating strength on task performance in ERM environments in public sector (Hamadeh et al., 2025; Oamen et al., 2024; Panergayo, 2021; Ratnawati & Darmanto, 2023; Warsono et al., 2023).

Research Design

The research adopts a cross-sectional survey design, which allows for the collection of data at a single point in time to examine the relationships between the variables of interest. This approach is well-suited for understanding the factors that influence employees' adoption and use of technology, such as ERM systems, within a government agency.

Population and Sample

The population of the study consists of government servants working at the Suruhanjaya Perkhidmatan Awam Malaysia (SPA) who are involved in the management and use of electronic records. In this study, a census approach was adopted, meaning that data were collected from all members of the target population rather than a selected sample. A census ensures that every individual within the defined population is included, eliminating sampling bias and providing comprehensive insights. A total of 305 government servants are surveyed, and the sample size is deemed sufficient to achieve statistical power for analysis. The inclusion criteria for the sample are:

- Respondents must be employees of SPA.
- Respondents must be involved in the use or management of ERM systems in their daily work tasks.

Data Collection

Data were collected using a structured online questionnaire, which was distributed via email to all respondents.

Data Analysis Using SPSS

The collected data were analyzed using SPSS software version 28.

Findings

The findings of this study are based on the data analysis performed using SPSS, which examined the relationships between Perceived Ease of Use (PEOU), Perceived Usefulness (PU), Behavioral Intention to Use (BIU), and Task Performance among government servants at Suruhanjaya Perkhidmatan Awam Malaysia (SPA). The results of the analysis support the hypotheses proposed and highlight the mediating role of Behavioural Intention to Use (BIU) in the relationships between the independent variables (PEOU and PU) and the dependent variable (Task Performance).

Demographic Profile of Respondents

The profile of respondents is described in this section. Distribution frequency and percentages were obtained for all demographic variables as shown in Table 1. The profile of the respondents in Section A includes gender, age, marital status, race, working experience in the organization and highest educational level.

Table 1: Demographic Profile of Respondent

Variable	Descriptive	Frequency	Percentage (%)
Gender	Male	105	34.4
	Female	200	65.6
Age	<30 years old	35	11.4
	30-35 years old	60	19.6
	36-40 years old	55	18
	41-45 years old	65	21.3
	46-50 years old	68	22.3
	>50 years old	22	7.4
Marital Status	Single	135	44.2
	Married	170	55.8
Race	Malay	210	68.8
	Chinese	43	14.2
	Indian	32	10.4
	Others	20	6.6
Working Experience	<1 year	30	9.8
	1-5 years	65	21.2
	6-10 years	88	28.8
	11-15 years	60	19.2
	>15 years	61	20

Table 2: Reliability Analysis for Technology Acceptance and Employee Job Performance

Variables	Number of Items	Cronbach's Alpha
Technology Acceptance	18	
• Perceived Usefulness	6	0.765
• Perceived Ease of Use	6	0.796
• Behavioral Intention to use	6	0.730
Employee Job Performance	7	0.756

As presented in Table 2 above, the Cronbach's Alpha values for independent variables are in the range of .730 to .796. The figures indicate that the measures had acceptable and good values of Cronbach's Alpha. This is also supported by the Cronbach's Alpha for dependent variable that was range .756.

Mean and Standard Deviation

The purpose of conducting the mean and standard deviation analysis was to understand the average value of the factors and the degree of dispersion.

Table 3: Descriptive Statistics for Technology Acceptance and Employee Job Performance

Variables	Mean	SD
PEOU	4.71	.38
PU	4.65	.34
Behavioral Intention to Use	4.58	.39
Task Performance	4.65	.35

Descriptive analysis was performed on the variables in this study. As presented in Table 3 above, it shows the results of the analysis which involve mean value and standard deviation of each variable. The mean values are in the range of 4.71 and 4.50. Standard deviation values range from .34 to .39. The highest mean value is for Perceived Ease of Use with the score of 4.71 and the lowest mean value is for Behavioral Intention to Use with the score of 4.58.

Correlation Analysis

Table 4: Correlation Analysis of Perceived Usefulness, Ease of Use, Intention to Use and Task Performance

No	Variables	Mean	SD	1	2	3	4
1	PEOU	4.71	.38	(.807)			
2	PU	4.65	.34	.307**	(.752)		
3	Intention to Use	4.58	.39	.265*	.347**	(.699)	
4	Task Performance	4.65	.35	.403**	.387**	.457**	(.578)

Notes: **. Correlation is significant at the 0.01 level (1-tailed); *. Correlation is significant at the 0.05 level (1-tailed).

The result of the correlations among the variables is shown in Table above. In general, correlation coefficient among the variables in Technology Acceptance (Independent variables), Mediator Variable and Employee task performance (Dependent variables) are ranging from .387 to .457. It can be concluded that, overall correlations between independent variables and dependent variables are ranging from low to moderate.

Table 4: Results of Regression Analysis with Task Performance as the Dependent Variable

	Without mediator	With mediator	
Independent variables	Standardized Beta Values	Standardized Beta Values	Remarks
PEU	.258*	.185	Full mediation effect
PU	.315**	.247*	Full mediation effect
Mediator (Behavioral Intention to Use)		.233*	Mediator
R	.464	.507	
R squared	.215	.257	
R squared change	.215	.041	
F change	9.876	3.963	

Significant F change	.000	.050	
Durbin Watson		1.799	

Table 4 shows the finding for Regression Analysis with task performance as the dependent variable. The $R^2 = .215$ or 21.5% indicates that 21.5% of the variance of the regression model has been explained by the independent variables without mediator with task performance as the dependent variable. The F change value is significant ($F = 9.876, p = 0.00$).

The $R^2 = .257$ or 25.7 % indicates that 25.7% of the variance of the regression model has been explained by the independent variables with mediator with task performance as the dependent variable. The F change value is significance ($F = 3.963, p = .050$). The Durbin Watson value 1.799 and still within the acceptance range.

Looking at the individual contribution of independent variables in explaining task performance as the dependent variable with behavioral as mediator, PU ($\beta = .247, p < .01$) is found to be significant predictors. Pertaining to the mediation role of behavior intention to use, both variables are found to fully mediate the relationships.

It can be concluded that, behavioral intention to use is a mediator for the PU and PEU as the independent variables and task performance as the dependent variable and the related hypotheses are supported.

Based on findings, the individual contribution of independent variables in explaining task performance as the dependent variable without behavioral intention to use as mediator, PU ($\beta = .315, p < .05$) and PEU ($\beta = .258, p < .01$) are found to be significant predictors. Both of these variables are found to be full mediation effect.

Meanwhile, at the individual contribution of independent variables in explaining task performance as the dependent variable with future behavior as mediator, PU ($\beta = .247, p < .01$) is found to be significant predictor. Both of these variables are found to be full mediation

It this study behavioral intention to use can be accepted as mediator for team role as the dependent variable.

Discussions

The results of this study provide valuable insights into the factors influencing the adoption and use of Electronic Records Management (ERM) systems among government servants at the Suruhanjaya Perkhidmatan Awam Malaysia (SPA). The findings indicate that both Perceived Ease of Use (PEOU) and Perceived Usefulness (PU) significantly affect Behavioral Intention to Use (BIU), and that BIU, in turn, positively influences Task Performance. Furthermore, the study reveals that Behavioral Intention to Use (BIU) fully mediates the relationship between PEOU, PU, and task performance. This section discusses the implications of these findings, their alignment with existing literature, and potential avenues for future research.

The results confirm that both PEOU and PU are significant predictors of BIU, which aligns with the Technology Acceptance Model (TAM) proposed by Davis (1989). According to TAM, perceived ease of use and perceived usefulness are key determinants of individuals' intentions to use a technology. In this study, the findings demonstrate that employees who find the ERM system easy to use and beneficial to their work are more likely to intend to use it. This result is

consistent with earlier research by Saleem et al. (2022), which found that PEOU and PU are central to explaining technology acceptance and use behavior.

Specifically, PEOU had a significant positive effect on BIU indicating that employees who view the ERM system as easy to use are more likely to adopt it. This is important because ease of use reduces the cognitive load and time required to master the system, making it more accessible and user-friendly for employees. The strong effect of PU on BIU further emphasizes the importance of the system's perceived usefulness. When employees believe that the ERM system will enhance their task performance and improve their work efficiency, they are more likely to adopt the system.

These findings suggest that government agencies looking to implement ERM systems should focus on making the system both user-friendly and useful. Training programs that emphasize ease of use, as well as showcasing how the system can enhance task efficiency, can help foster a positive perception of the ERM system, thus

One of the most significant findings in this study is the mediating role of Behavioral Intention to Use (BIU). The results suggest that BIU fully mediates the relationship between both PEOU and PU and Task Performance. This implies that the perceived ease of use and usefulness of the ERM system influence employees' intention to use the system, which ultimately affects their task performance. This is consistent with previous research by Basuki et al. (2022), who found that behavioral intention mediates the effects of PEOU and PU on technology usage and performance outcomes.

The mediation analysis revealed that when BIU is included as a mediator, the direct effects of PEOU and PU on Task Performance were still significant, but somewhat reduced, suggesting that the influence of PEOU and PU on task performance is partially indirect through BIU. This finding highlights the importance of behavioral intention as a psychological precursor to actual system use. Employees who are more likely to intend to use the ERM system will engage with it more frequently, resulting in improved task performance.

This emphasizes the need for organizational efforts that not only focus on improving employees' perceptions of the system but also encourage and nurture their intention to use it. One way to achieve this is by creating a supportive environment that fosters the intention to use the ERM system, such as providing clear communication on the system's benefits and offering consistent feedback on how it contributes to task performance.

The positive relationship between Behavioral Intention to Use (BIU) and Task Performance supports the notion that employees who intend to use the ERM system are more likely to perform their tasks more efficiently and effectively. This finding aligns with previous studies that have shown that the use of technology can improve task performance by facilitating faster, more accurate, and more organized completion of work tasks (Panergayo, 2021).

In the context of government servants using ERM systems, the ability to manage and retrieve electronic records more efficiently can directly impact their ability to complete their tasks. This suggests that when employees believe the system will aid in their work, they are more likely to engage with it, leading to higher levels of productivity and performance. Furthermore, the

enhanced task performance can have broader organizational benefits, including increased operational efficiency and improved service delivery to the public.

Limitations and Future Research

While the study provides valuable insights, there are several limitations. First, the use of convenience sampling may limit the generalizability of the findings to other government agencies or sectors. Future research could include a more diverse sample across different organizations and countries to assess the generalizability of the findings. Second, the cross-sectional design of the study means that causal inferences cannot be made. Longitudinal studies could provide more robust evidence of causal relationships between the variables over time. Additionally, future research could explore other factors that may influence task performance, such as individual differences (e.g., age, experience) and organizational factors (e.g., leadership support).

Conclusion

In conclusion, this study highlights the importance of Behavioral Intention to Use (BIU) as a key mediator in the relationship between Perceived Ease of Use (PEOU), Perceived Usefulness (PU), and Task Performance in the context of ERM systems. The findings suggest that improving employees' perceptions of ease of use and usefulness is crucial for fostering their intention to use the system, which ultimately leads to better task performance. These insights offer practical recommendations for enhancing the adoption and use of ERM systems, which can improve the efficiency and effectiveness of government operations.

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