

# A CONCEPT PAPER ON TECHNOLOGY ACCEPTANCE AND JOB PERFORMANCE: INVESTIGATING DIGITAL RECORD MANAGEMENT AT BIO TAJMEEL COSMECEUTICAL SDN. BHD.

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**Abstract:** *Bio Tajmeel Cosmeceutical Sdn. Bhd., a growing organization in the cosmeceutical industry, faces significant challenges in effectively managing records. The current manual record-keeping system leads to inefficiencies such as document misplacement, difficulty in retrieving records, and non-compliance with digitalization policies. This study applies the Technology Acceptance Model (TAM) to examine how Perceived Ease of Use (PEOU) and Perceived Usefulness (PU) influence Job Performance (JP). Furthermore, this study introduces Attitude Toward Usage (ATU) as a moderating factor to assess whether employee attitudes enhance or weaken the impact of digital record management on performance. By identifying key barriers to technology adoption, the study provides actionable recommendations to improve organizational efficiency, increase employee engagement, and ensure better compliance with record management policies. Findings from this study will help Bio Tajmeel transition towards an effective digital system, reducing administrative burdens and enhancing overall job performance.*

**Keywords:** *(Perceived Ease of Use (PEOU), Perceived Usefulness (PU), Attitude Toward Usage, Job Performance)*

## Introduction

In today's fast-paced business environment, effective record management is critical for ensuring compliance, operational efficiency, and secure access to essential organizational data. As companies grow, traditional paper-based record-keeping systems become increasingly cumbersome, leading to inefficiencies, higher risks of data loss, and compliance challenges (John, 2023). To address these issues, many organizations are transitioning to digital record management systems, which offer streamlined processes, improved data retrieval, and enhanced security. However, the success of such digital transitions largely depends on employee acceptance and adoption of the new systems.

Bio Tajmeel Cosmeceutical Sdn. Bhd. is a fast-growing company specializing in cosmeceutical products. As the organization expands, the need for effective record management becomes more pressing. In response, the company introduced a structured manual to improve record-keeping practices. Despite these efforts, Bio Tajmeel Cosmeceutical Sdn. Bhd. continues to face challenges in transitioning from traditional paper-based methods to digital record management. A significant barrier to this transition is employee resistance, with many staff members perceiving digitalization as complex and lacking clear benefits. These concerns highlight the importance of understanding employee perceptions and their impact on technology adoption.

The Technology Acceptance Model (TAM) provides a valuable theoretical framework for examining technology adoption in organizational settings. According to TAM, two primary factors influence an individual's acceptance of technology: Perceived Ease of Use (PEOU) and Perceived Usefulness (PU) (Mukred et al., 2021). PEOU refers to the extent to which employees believe that using a digital record management system will be free of effort, while PU relates to their belief that the system will enhance their job performance. Employees who perceive a system as easy to use and beneficial are more likely to integrate it into their daily tasks, leading to improved efficiency and productivity. Conversely, negative perceptions can result in resistance, reduced engagement, and suboptimal job performance.

In addition to PEOU and PU, an employee's Attitude Toward Usage (ATU) plays a crucial moderating role in determining the impact of digital record management on job performance. Employees with a positive attitude toward technology are more likely to embrace digital systems, whereas those with a negative attitude may resist adoption, even if they acknowledge the system's usefulness. Understanding this moderating effect is essential for organizations like Bio Tajmeel Cosmeceutical Sdn. Bhd., as it provides insights into how attitudes shape the success of digital transformation efforts.

The purpose of this study is to explore how Perceived Ease of Use (PEOU) and Perceived Usefulness (PU) influence job performance in the context of digital record management at Bio Tajmeel Cosmeceutical Sdn. Bhd. Furthermore, this study investigates whether Attitude Toward Usage (ATU) moderates the relationship between digital record system adoption and job performance. By analyzing these factors, the study aims to provide actionable insights that can help Bio Tajmeel Cosmeceutical Sdn. Bhd. develop strategies to enhance employee acceptance of digitalization, reduce resistance, and optimize record management practices.

This study is particularly relevant as Bio Tajmeel Cosmeceutical Sdn. Bhd. seeks to sustain its growth while maintaining operational efficiency. The findings will contribute to a deeper

understanding of the role of employee perceptions in technology adoption and offer practical recommendations for improving digital record management in organizations facing similar challenges.

### Problem Statements

Effective record management is essential for organizational efficiency, regulatory compliance, and data security. Despite Bio Tajmeel Cosmeceutical Sdn. Bhd.'s efforts to implement a structured manual for record management, inefficiencies persist, hindering smooth operations. While the company has access to digital storage platforms such as Google Drive, many employees continue to rely on manual filing methods. Their reluctance to transition to digital record-keeping stems from perceived system complexity and a lack of clear benefits, limiting the potential advantages of digitalization. This preference for traditional methods has led to several operational challenges, including duplicate files, loss of critical data, and inefficiencies in document retrieval.

One major issue contributing to these inefficiencies is the inconsistent classification of records. Employees frequently experience delays in locating important documents due to poorly labelled files and unstructured storage methods. The lack of a standardized digital filing system results in frustration among staff and reduces overall productivity. Additionally, Bio Tajmeel Cosmeceutical Sdn. Bhd. record management guidelines require that documents older than 2018 be digitized and securely disposed of. However, compliance with these policies has been inconsistent, leading to overcrowded physical storage spaces, increased risks of document loss, and potential security breaches.

It is crucial for companies to ensure their record management is properly maintained and handled efficiently. In Malaysia, the rising number of lost records is a serious concern, as it can lead to data breaches and data lost and threatening the transparency and integrity of company information. Recent statistics highlight the urgency of this issue: in Q1 2025, there was a 29% increase in reported data breach incidents compared to the previous quarter. MyCERT, the national computer emergency response team, recorded 195 incidents in Q1 2025, up from 151 in Q4 2024 (Yeoh, 2025). This concern is further supported by global organizational studies, which estimate that employees spend about 20–30% of their work time searching for information due to inefficient record management (DOSM, 2025). This not only adds unnecessary workload but also wastes valuable productive working hours

Understanding the factors influencing employees' reluctance to adopt digital record management is crucial for overcoming these challenges. The Technology Acceptance Model (TAM) suggests that Perceived Ease of Use (PEOU) and Perceived Usefulness (PU) significantly influence technology adoption and job performance. If employees find the system easy to use and perceive it as beneficial, they are more likely to integrate it into their workflow. However, Attitude Toward Usage (ATU) may play a moderating role, determining whether employees embrace or resist digitalization efforts.

Thus, considering the urgency of the current situation and the importance of proper record management procedures, it is necessary to further explore this issue to ensure employees can work productively while gaining deeper insights into record management challenges.

## Literature Review

There are a few points that will be discussed in literature review which are Job Performance, Technology Acceptance Model (TAM), Attitude Toward Usage (ATU) as a Moderator and Implications for Bio Tajmeel Cosmeceutical Sdn. Bhd. as per following:

### Job Performances

Job performance refers to an employee's ability to complete tasks efficiently, accurately, and effectively while meeting organizational objectives (Campbell, 1990). Several studies have established a strong link between technology adoption and job performance, indicating that successful digital integration can enhance employees' productivity, accuracy, and task efficiency (Goodhue & Thompson, 1995; DeLone & McLean, 2003).

Prior research continually shown the importance of perceived ease of use (PEOU) in improving employee performance. Yilmaz (2023) discovered that PEOU not only had a strong positive association with job performance among university employees, but also mitigated the effect of communication overload, implying that employees perform better when technology is simple to use, even in high-information settings. Similarly, Kassim et al. (2020) found that the user-friendliness of workplace technology like WhatsApp increased adoption and efficiency, thereby improving job performance. Supporting these findings, Omar et al. (2019) found that in the public sector, PEOU was favourably and significantly related with employee performance, alongside motivation and perceived usefulness. Collectively, these findings demonstrate that when employees view technology as simple to use, it not only improves performance but also mitigates issues such as information overload, enabling more acceptance and motivation in the workplace.

Perceived usefulness (PU) is a fundamental characteristic that motivates employees to adopt and use technology since it allows them to execute activities more effectively and productively (Park et al., 2014; Omar et al., 2019). According to research, PU strongly stimulates technology acceptance, particularly among government administrative professionals, and is associated with improved job performance (Hasan et al., 2010). Similarly, beneficial technologies raise productivity by reducing errors, enhancing pleasure, and raising motivation, all of which lead to improved performance results (Kelerey et al., 2020).

TAM suggests that PU is a direct predictor of job performance because employees who perceive technology as useful tend to use it to streamline their tasks, reduce redundancies, and improve decision-making (Venkatesh et al., 2003). Similarly, PEOU indirectly influences job performance by reducing the cognitive effort required to operate a system, allowing employees to focus on task execution rather than system navigation (Davis, 1989; Venkatesh & Bala, 2008).

A study by Tarhini et al. (2016) on e-learning platforms in corporate environments found that employees who perceived digital tools as beneficial to their job were more engaged and had higher performance levels. Similarly, Ifinedo (2018) demonstrated that perceived ease of use reduces frustration and enhances overall work efficiency, ultimately leading to improved job performance.

In the context of Bio Tajmeel Cosmeceutical Sdn. Bhd. inefficient record management has negatively impacted employees' ability to retrieve information, manage documents, and comply with organizational policies, leading to decreased productivity and operational inefficiencies. If employees perceive digital record-keeping as useful and easy to navigate, they are more likely to adopt it, which can enhance their job performance by streamlining administrative tasks, reducing errors, and improving workflow efficiency (Kurniasih et al., 2022). To ensure successful adoption, it's crucial that employees perceive the digital system as useful and user-friendly. Positive attitudes toward technology significantly influence acceptance and effective utilization (Arif et al., 2024). Providing comprehensive training, involving staff in the implementation process, and clearly communicating the benefits can foster a favorable perception, leading to improved job performance and operational efficiency.

Perceived ease of use (PEOU) and perceived usefulness (PU) have been shown to improve job performance across many sectors, but little research has examined these relationships in digital record management systems, particularly in Malaysian SMEs. Most research have examined technology adoption in universities, government organizations, and corporations, leaving cosmeceuticals industry issues unexplored. Attitude toward usage (ATU) may moderate the effect of PEOU and PU on job performance, however this is unknown. This gap must be closed since good digital document management improves efficiency, reduces operational inefficiencies, and improves compliance at Bio Tajmeel Cosmeceutical Sdn. Bhd. Thus, this study seeks to explore how PEOU and PU impact job performance in a digital record management setting and whether ATU moderates this relationship. Understanding these relationships will provide valuable insights into how organizations like Bio Tajmeel Cosmeceutical Sdn. Bhd. can foster higher digital adoption rates, improve employee efficiency, and enhance overall job performance.

### **Technology Acceptance Model (TAM)**

The Technology Acceptance Model (TAM), developed by Davis (1989), is one of the most widely recognized frameworks for understanding technology adoption in organizational settings. The model posits that an individual's decision to adopt a new technology is primarily influenced by two key factors:

1. **Perceived Ease of Use (PEOU):** The extent to which an individual believes that using a particular system will require minimal effort.
2. **Perceived Usefulness (PU):** The degree to which an individual believes that a system will enhance their job performance.

Numerous studies have validated the TAM model, showing that both PEOU and PU significantly influence employees' willingness to adopt technology in the workplace (Hawash et al., 2021; Nikou et al., 2022)). When employees perceive a system as easy to use and beneficial, they are more likely to integrate it into their daily tasks, leading to higher efficiency and improved job performance. Conversely, if a system is perceived as complex or unhelpful, employees are less likely to adopt it, which results in lower productivity and resistance to technological change (Sun et al., 2022).

A study by Alhur (2023) on digital learning systems in corporate environments found that PEOU had a strong impact on user satisfaction and continued system usage. Similarly, Rajak and Shaw (2021) emphasized that organizations implementing new technologies must focus on

reducing user effort and demonstrating tangible benefits to employees to enhance adoption rates.

Recent studies have validated and expanded upon TAM, demonstrating that PEOU and PU significantly influence employees' willingness to adopt technology in the workplace (Paganin & Simbula, 2021). For instance, a systematic review by Al-Emran and Shaalan (2021) highlights the model's applicability across various technologies and contexts, emphasizing the need for organizations to consider these factors when implementing new systems. TAM has been validated across technologies and organizational contexts, however most research have focused on technology adoption, e-learning platforms, or corporate environments. Few studies have studied how TAM factors PEOU and PU affect technology acceptance in digital record management, particularly in SMEs. In addition, employee attitudes regarding technology adoption are understudied, making it difficult to evaluate how TAM improves productivity and work performance in specialized industries.

#### **Attitude Toward Usage (ATU) as a Moderator**

Attitude Toward Usage (ATU) is another critical component in determining whether employees will accept and utilize technology. Ajzen (1991) describes attitude as an individual's positive or negative feelings toward performing a behavior, which, in this case, refers to using a digital record management system. Research suggests that employees with positive attitudes toward technology adoption are more likely to perceive digital tools as useful and easy to use, whereas negative attitudes create resistance, even if the system itself is well-designed (Toros et al., 2024).

In the case of Bio Tajmeel Cosmeceutical Sdn. Bhd., many employees perceive digital record-keeping as unnecessary or overly complex, which affects their willingness to transition from traditional manual filing methods. If employees harbor negative attitudes toward digitalization, their reluctance may override the actual benefits of the system, limiting its effectiveness and reducing potential productivity gains.

Fostering a positive Attitude Toward Usage (ATU) is essential for the successful adoption of digital record management systems at Bio Tajmeel Cosmeceutical Sdn. Bhd. Previous research conducted by Or (2024) indicates that ATU significantly moderates the relationship between perceived ease of use, perceived usefulness, and the intention to use technology. By implementing comprehensive training programs, involving employees in the implementation process, clearly communicating the benefits, and ensuring leadership support, Bio Tajmeel can enhance employees' attitudes toward digitalization. This approach will facilitate a smoother transition from traditional manual filing methods to an efficient digital system, ultimately improving productivity and operational efficiency.

#### **Implications for Bio Tajmeel**

The findings from the literature review highlight that the successful adoption of a digital record management system at Bio Tajmeel Cosmeceutical Sdn. Bhd. depends on employees' perceptions of ease of use (PEOU), perceived usefulness (PU), and their attitude toward usage (ATU). Currently, employees at Bio Tajmeel exhibit hesitancy and resistance toward digitalization, preferring traditional manual filing methods due to perceived complexity and a lack of clear benefits. This reluctance has led to inefficiencies such as duplicate files, loss of

critical data, and difficulties in document retrieval, all of which negatively impact job performance. To address these challenges and ensure a smooth transition to digital record-keeping, Bio Tajmeel Cosmeceutical Sdn. Bhd. must implement strategic interventions focusing on improving PEOU, enhancing PU, and fostering a positive attitude toward digital adoption.

First, improving perceived ease of use (PEOU) is crucial in encouraging employees to embrace digital record management. Employees may perceive the system as difficult to navigate due to a lack of prior exposure or inadequate training. As suggested by Alsyouf (2023), organizations must ensure that digital systems are designed with user-friendly interfaces, clear categorization, and intuitive navigation to minimize complexity. Bio Tajmeel Cosmeceutical Sdn. Bhd. can achieve this by simplifying its digital filing system, providing a structured classification method, and offering step-by-step training on how to use platforms such as Google Drive efficiently. Additionally, interactive demonstrations, video tutorials, and hands-on workshops can help employees gain confidence in using the system, reducing their fear of technology and increasing adoption rates (Hoang & Hoang, 2024).

Second, enhancing perceived usefulness (PU) is essential in shifting employees' perspectives from seeing digitalization as an inconvenience to recognizing its tangible benefits. Many employees at Bio Tajmeel Cosmeceutical Sdn. Bhd. fail to see how digital record-keeping directly improves their efficiency, which discourages adoption. Research by Na et al. (2022) emphasizes that employees are more likely to adopt technology when they clearly understand how it improves their daily tasks. To address this, they should focus on demonstrating the direct advantages of digital record management, such as faster document retrieval, better data security, reduced physical storage space, and enhanced collaboration among teams (Yan et al., 2021). Management can conduct comparative case studies within the organization, showing real-life examples of how digital records have streamlined work processes and reduced time spent searching for files. Additionally, introducing performance incentives such as recognizing employees who efficiently utilize digital record-keeping which can further encourage adoption (Kuhle et al., 2021).

Finally, addressing attitude toward usage (ATU) is critical in overcoming resistance to digitalization. As studies by Stoumpos et al. (2023) indicate, employees with negative attitudes toward new technology are more likely to reject its implementation, even if it is beneficial. At this business, employees may resist digitalization due to fear of job disruptions, uncertainty about their ability to adapt, or general skepticism toward change. Therefore, management must foster a positive organizational culture that embraces digital transformation. This can be achieved through effective communication strategies, where leaders consistently emphasize the importance of digitalization and encourage open discussions about employee concerns (Ajzen, 1991). Additionally, Bio Tajmeel Cosmeceutical Sdn. Bhd. can implement change management initiatives, such as appointing digital adoption champions like employees who serve as mentors to help their colleagues transition smoothly to digital records (Attaran, 2022). Research by Paiman and Fauzi (2023) shows that organizations that provide peer-to-peer support systems and continuous feedback channels experience higher technology acceptance rates.

By implementing these targeted strategies, Bio Tajmeel Cosmeceutical Sdn. Bhd. can enhance employees' acceptance of digital record management, leading to greater efficiency, improved compliance, and better job performance. A well-structured approach to technology adoption will not only streamline operational workflows but also position Bio Tajmeel Cosmeceutical Sdn. Bhd. as an innovative and forward-thinking organization, capable of sustaining growth in an increasingly digital business environment.

### Methodology

This study will employ a quantitative, cross-sectional survey approach to investigate how perceived ease of use (PEOU), perceived usefulness (PU), and attitude toward usage (ATU) affect work performance. A cross-sectional technique will be appropriate since data will be collected at a particular point in time, offering a snapshot of employees' perceptions while being cost and time effective. The study will be conducted at Bio Tajmeel Cosmeceutical Sdn. Bhd., which is currently experiencing issues with digital record management that are impeding efficiency and production. Purposive sampling will be used to select employees directly involved in record handling to ensure meaningful responses, and data will be collected via structured questionnaires modified from validated scales and graded on a 5-point Likert scale.

The data will be examined using Partial Least Squares Structural Equation Modelling (PLS-SEM) and Smart-PLS software. PLS-SEM will be appropriate for this investigation since it can test complicated models with many constructs and moderating effects even with small sample sizes. The analysis will begin with an assessment of the measurement model's reliability and validity, followed by a structural model assessment to examine hypothesized links. Descriptive statistics will be prepared to characterize respondent demographics and provide preliminary insights into the data.

### Conclusion

The adoption of digital record management systems is essential for modern organizations seeking to enhance efficiency, security, and compliance. However, as demonstrated by the case of Bio Tajmeel Cosmeceutical Sdn. Bhd., transitioning from traditional paper-based record-keeping to a digital system presents significant challenges, particularly due to employees' perceptions of technology. The Technology Acceptance Model (TAM) provides a valuable framework for understanding how Perceived Ease of Use (PEOU) and Perceived Usefulness (PU) influence employees' willingness to adopt digital tools.

Furthermore, Attitude Toward Usage (ATU) plays a crucial moderating role in this relationship. Employees with a positive attitude toward digital record-keeping are more likely to embrace its advantages and integrate it into their daily workflows. Conversely, those with negative attitudes may resist adoption, regardless of the system's actual ease of use and usefulness. This highlights the importance of addressing both cognitive and emotional factors in driving successful digital transformation.

To enhance their employees' job performance, Bio Tajmeel Cosmeceutical Sdn. Bhd. must develop targeted strategies that enhance the perceived ease and usefulness of digital record management systems. Providing comprehensive training sessions, user-friendly interfaces, and continuous technical support can help alleviate concerns about system complexity. Additionally, demonstrating tangible benefits, such as faster document retrieval, improved data



security, and reduced physical storage issues, can reinforce the perceived usefulness of digitalization. Encouraging a culture of digital adaptability through leadership support and incentives will also be instrumental in shifting employee attitudes toward digital record-keeping.

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