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Investigating the Intention to Use an Electronic Performance Management System at XYZ Holdings Limited: Towards a Revised Technology Acceptance Model

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ABSTRACT

This paper investigates the intention to use an electronic Performance Management System (e-PMS) through a conceptual framework derived from the Technology Acceptance Model where several constructs were put under investigation. The positivist approach was adopted in view of collecting primary data from a sample of 52 employees working at XYZ Holdings Limited through a structured survey questionnaire comprising of 25 items segregated under 6 sections. Research findings revealed a positive individual relationship between each independent variable; perceived usefulness, perceived ease of use, attitude and accessibility with intention to use the e-PMS respectively. Gender, age, grade and working experience were found to be statistically insignificant. However, when analyzing the constructs simultaneously as a whole model, only perceived ease of use and attitude were found to be statistically significant towards the intention to use the software. The derived model will be useful not only to the management of XYZ Holdings Limited but also to other companies which intend to adopt a new technology while at the same time serves as a base for future research in this field.

Keywords: e-PMS, Technology Acceptance Model, Intention to Use.

INTRODUCTION

Information Technology (IT) is transforming the human resource (HR) function, which was once considered as merely administrative, into a strategic business partner towards the success of an organisation (Bell *et al.,* 2006). Johnson and Gueutal (2011) state that advancements in technology have streamlined many HR functions where it is now possible to create a real-time, information-based, self-service and interactive work environment for the employees without having to heavily rely on paper works. Hawking *et al.* (2004) argue that integrating technology in the HR function helps organisations to decrease administrative costs, improve employee communication and satisfaction within the different hierarchical levels, allow the access to real time information while at the same time reduce processing time. According to Al-Raisi *et al.* (2011), performance management is one of these HR functions which has been impacted by technology. The authors state that electronic performance management system (e-PMS) is now being used by many organisations to perform an effective monitoring of their employees' performances. A good performance management system (PMS) improves organisational performance. However, the challenge is that this type of digitalisation is new and is not well

understood and implemented in the business arena. Kettner (2017) argues that a poorly implemented PMS can lead to detrimental outcomes to an organisation such as lack of employee engagement, low employee self-esteem, damaged relationships between management and the workforce and high labour turnover.

XYZ Holdings Limited (hereunder being referred to as XYZ) is a global leader in the field of auditing and advisory services. The real name of the company has been replaced by XYZ due to confidentiality purposes. The company holds offices in more than 150 countries and has implanted in Mauritius since 2008. In 2018, the company launched its global strategy called "The Next Gen" which needs to be fully operational by end of 2020. This involves the automation and digitalisation of almost every of its core functions including HR where a new PMS, named as "My-PMS", was implemented. However, since its introduction, employees have been feeling unsecured in using it. The incident tickets logged onto the IT Helpdesk were majorly related to this new e-PMS. Informal discussions with the employees and the study of their attitude revealed sufficient difficulties in using this new technology. Due to this, the HR function, instead of deploying efforts towards being more strategical in their approach, have since been busier in tackling issues related to the use of My-PMS.

This research has, therefore, aimed at analysing the intention to use My-PMS through a proposed conceptual framework derived from the Technology Acceptance Model (TAM). The research findings and the set of recommendations formulated at the end of this study are expected to not only help the management to rebuild an effective e-PMS framework that will contribute positively towards meeting the organisational objectives but also contribute to the existing body of literature where little has been said on e-PMS within the Mauritius context and ultimately serve as a basis of generativity for future research.

LITERATURE REVIEW

Managing employee performance plays an essential role in every viable organisation, specially in light of the 2008 global economic downturn which has forced organisations to improve on performance and productivity through effective use of existing resources (Armstrong, 2006). According to Caligiuri (2000), the value of an organisation is inevitably characterised by its intangible assets comprising of its intellectual capital, employee brand and knowledge. Therefore, there is a need to consistently improve competencies within the firm in order to demark itself from competitors. As PMS) is one the functions of HR, e-PMS is considered as one of the functions of e-HRM. According to Armstrong and Murlis (1994), PMS relates to the set of processes established by a company to gain an understanding of what to achieve and at the same time manage and develop people to meet these achievements in both the short and long term. Bhattacharyya (2020) defines e-PMS as the planning, implementing and applying information technology in managing the PMS while Al-Raisi et al. (2011) state that e-PMS is a competency-based system that measure the goal-attainments of employees based on the competencies required to sustain their different roles within the organisation.

Performance Management System (PMS)

Several authors state different attributes of an effective PMS (Hershey & Blanchard, 1982; Hofstede, 1997; Mckenna *et al*., 2002; Fryer *et al*., 2009). However, all were in line with the fact that an effective

PMS is directly related to the achievement of the organisational mission and objectives through an agreed set of actions intended to be useful in developing the employees towards meeting goals and creating value to the organisation through constructive feedbacks. Al-Raisi *et al*. (2011) and Armstrong (2006) state that to create a high-performance working culture in the organisation, employees need to be made aware of their areas of improvement on a timely manner so that they may focus on same to tackle any weaknesses identified in the course of their duties. Likewise, supervisors and managers will also be able to identify the most appropriate trainings that will help them to give the best of themselves. Aguinis (2009), portrayed performance management as an ongoing process involving several stages as portrayed in Figure 1.



Figure 1: Performance Management Process

Prerequisites

Prior to the implementation of the PMS, two criteria need to be considered:

1. knowledge of the organization' s mission and strategic goals
2. knowledge of the job in question.

If the organization's objective, the relationship between its mission and strategies and between each department's mission and strategies is vague then the employee's objective to help the organization getting there will also be blurred.

Performance Planning

This aims at providing employees an awareness of the PMS. At the beginning of each performance cycle, the supervisor and the employee together discuss, and agree on what needs to be done and how should it be done. The discussion identifies the outcome, behavior, that is the knowledge, skills and attitudes (KSAs) and development plan which includes isolating areas requiring improvement and setting goals to be achieved for each area. Development plans usually include both results and KSAs.

Performance Execution

In this phase, the employee strives to produce the result, display the behavior expected as well to work on development needs. The employee has primary responsibility and ownership of this process, but the supervisor also needs to do his part by observing and documenting the employees' progress, updating the employees on changes in organization's goal, giving them feedbacks at regular intervals, providing them sufficient resources to improve their jobs and reinforcing performances towards goals.

Performance Assessment

This part involves both the employee and manager responsibility in evaluating the degree to which the desired performance and outcome stated in the development plan was achieved. Performance related information can be collected through various means for example, peers or subordinates. However, in most cases the direct supervisor provides the information.

Performance Review

At this stage a meeting providing a formal setting in which the employees receive feedbacks from the manager on their performance, also known as appraisal meeting, is convened. Feedbacks must be in an effective way as they lead to improved performance and employee satisfaction. Avoiding negative feedbacks are is risky because it communicates that mediocrity is acceptable, damaging the morale of top performers. Appraisal meeting reviews the past results and behaviors. It should also include a discussion of the employee's progress and plans.

Performance Renewal and Precontracting

This phase is identical to performance planning except that the renewal and re-contracting stage uses information from the other phases. For instance, some of the goals might have been set unrealistically high given a sudden economic downturn, resulting in setting fewer motivating goals for next review period. The criteria should not be limited to a few quantified objectives as already been the case in past appraisal schemes. The foremost consideration in many cases will be the employees' day-to-day effectiveness in meeting the ongoing performance standards of their key tasks.

Electronic Performance Management System (e-PMS)

The above paragraphs portrayed the way a PMS is designed according to the best practice defined by Aguinis (2009). As stipulated by Bhattacharyya (2020), e-PMS plans, implements and applies IT in managing the PMS. Hence, the above processes have to be done electronically instead of performing same physically on paper. Jarrar and Schiuma (2007) purports that e-PMS is efficient in providing management with timely and relevant information that helps in quickening the decision making process. At the same time, it reduces drastically the workload of the HR function as compared to the past where lots of time were being wasted in compiling information. The authors also state that an effective e-PMS helps the organisation to retain and motivate top talent by gaining insight on top performers in just a simple click.

According to Al-Raisi *et al.* (2011), the streamlining of PMS function into a web-based solution is cost effective. It is true that in the short run the company will have to invest in technology, however, the return on investment (ROI) will be higher as compared to perform the job without

using technology. Frayne and Geringer (2005) argue that e-PMS gives rise to flexibility in terms of configuring the real architecture that will suit the business environment, embedded intelligence by providing data analytics in a fraction of a second and integration in terms of linking employee data from a single database to the different areas of measurement. This helps management to maintain equity in terms of performance related pay, identify learning and developmental areas, perform effective career and succession planning and improves effective communication.

Al-Raisi *et al.* (2011) performed an evaluation of e-performance analysis and assessment in several organisations of the United Arab Emirates. Their research findings revealed that e-PMS has a positive correlation with the HR function. However, the study also revealed that organisational culture need to be addressed as Arab firms do show some level of resistance in adopting the concept of e-PMS. Njeje *et al.* (2018) examined the effect of e-PMS on organisational performance in Kenya where 54 respondents from 18 Savings and Credit Cooperative Organisations (SACCO) were interviewed. The study concluded that e-PMS has a significant effect on the performance of the SACCOs where the HR function was released from purely administrative duties. El-Roubi (2016) performed an evaluation of an electronic performance assessment system in the headquarter of Gaza where the study revealed a high percentage of respondents are satisfied with the system and agree that it meets the purpose it was designed for. However, more training was sought to make the maximum use of this new technology. On overall, very little researches have been conducted on e-PMS. However, the couple of studies identified so far revealed that e-PMS do has a positive impact on the HR function across different jurisdictions.

Research Model and Hypotheses Development

The Technology Acceptance Model (TAM), developed by Davis (1985; 1989) state how employees come to accept and use technology in the performance of their duties based on their own perception regarding its usefulness and the attitudes that they project towards it (Chau & Hu, 2001). According to an analysis conducted by King and He (2006) on 88 published research articles, it was revealed that TAM was successful in helping the researchers to meet their research objectives. The model suggests there is a variety of issues that influence employees' intention in how and when they will use the technology, how they perceive the technology will be useful to them and how easy it will be to use (Bagozzi *et al.*, 2012).

According to Legris *et al.* (2003), in order to produce an even stronger model, it is essential to add additional variables to the original TAM model proposed by Davis (1989). Constantinides and Lorenzo-Romero (2013), through their research in studying the user behaviour in adopting social networking sites as a business tool, revealed that behind the use of the TAM model to assess technological acceptance, there is a positive correlation between attitude and intention to use a certain technology. Afridi *et al.* (2020) studied the adoption of networking sites by university students. Their study exposed that attitude and accessibility do impact on the intention to use a certain technology.

Intention to Use

Venkatesh and Davis (2000), through their research in extending the original TAM model, argued that many studies have used the variable "intention to use" as the main construct which depends on the perceived usefulness and perceived ease of use along with external variables such as

attitude of the user and the accessibility of the system (Legris *et al.*, 2003; Heijden, 2004; Wu & Wang, 2005; Park, 2009; Constantinides & Lorenzo-Romero, 2013; Afridi *et al.*, 2020). According to Heijden (2004) and Wu and Wang (2005), to have the intention to use a certain technology, it is important for the user to project certain intention and prediction in revisiting the system in the short term.

Perceived Usefulness

Davis (1989) defines perceived usefulness as the extent to which a user believes that his job performance will be enhanced through the use of a particular technology. Lee *et al.* (2003), from their analysis of 74 past studies, revealed that perceived usefulness and intention to use a system is statistically supported in the literature. According to Al-Raisi *et al.* (2011), a new technology is perceived as being useful by the users when it brings an added value as compared to a manual appraisal technique, allows employees to link performance with business strategies, provides feedbacks in a timely manner, identifies skill gaps, promotes trust and helps the employees in their professional development.

H_1: Perceived usefulness has a positive effect towards the intention to use My-PMS.

Perceived Ease of Use

According to Davis (1989), ease of use can be expressed through the degree to which the user believes that the new technology can be operated with the strict minimum or no efforts at all. Afridi *et al.* (2020), through their research, found that many studies have used the construct 'perceived ease of use' to meet their research objectives in the adoption of a new or existing technology (Heijden, 2004; Wu and Wang, 2005; Park, 2009; Kassim *et al.*, 2009; Tao, 2009; Suki & Suki, 2011, Constantinides & Lorenzo-Romero, 2013; Budu *et al.*, 2018). According to Heijden (2004), perceived ease of use of a technology is linked with its flexibility in terms of the functionalities. The user will find it easy to use when the different menus are clear, understandable, easy and does not require a lot of mental effort to operate and at the same time meet his expectations.

H_2: Perceived ease of use has a positive effect towards the intention to use My-PMS.

Attitude

Weng *et al.* (2018), purport that attitude can determine whether an individual expresses a positive or a negative behaviour towards the adoption of a technology. Several studies have used this construct to assess the adoption of a technological tool (Hong, 2018; Gog *et al.*, 2011; Rauniar *at al.*, 2014; Wang & Liu, 2015). According to Constantinides and Lorenzo-Romero (2013), users who have a positive attitude towards the usage of a certain technology will find it to be a good idea and fun to use it. Furthermore, they will be positive towards its usage and will welcome the tool favourably in their organisation.

H_3: The attitude towards using My-PMS has a positive effect towards the intention to use it.

Accessibility

Kasse *et al.* (2016) refer to accessibility as the facilitating conditions which lead to ease and convenience towards using a new system. Different researches have explored the link between accessibility of a system towards the intention to use it (Salloum & Shaalan, 2018; Park, 2009; Al-Aulamie, 2013). According to Park (2009), a user should have no difficulty to access a particular system as it has a direct impact on the intention of its usage. Furthermore, for accessibility to be enhanced, a user should be able to access the system both at his workstation and outside his workstation. The authenticating process to access the system should be rapid and down-time should be minimised completely (Researchgate.net, 2020).

H_4: Accessibility has a positive effect towards the intention to use My-PMS.

Demographic Profile of Respondents

Gefen and Straub (1997), through their study on gender differences in the perception and use of e-mail as a technology state that it is important to include gender in IT diffusion models. Their study revealed that men as compared to women differ from their perception in using a technology. Morris and Venkatesh (2000) studied age differences in technology adoption decisions. The authors found that the decisions of younger employees are strongly influenced towards using a technology as compared to the older ones. Wagner *et al.* (2008) studied the effects of new technology adoption on employee skills in the prosthetics profession. They found that adoption of the technology is significantly impacted by job roles. Kim (2008) studied the moderating effects of Job Relevance and Experience on mobile wireless technology acceptance. His study concluded that job relevance and job experience do fit in his proposed model towards the usage of the technology. Based on the above findings, the researcher of this study found it worthwhile to explore any relationships that the above stated demographic profiles of the respondents may have on the adoption of My-PMS.

H_5: Gender influences the intention to use My-PMS.

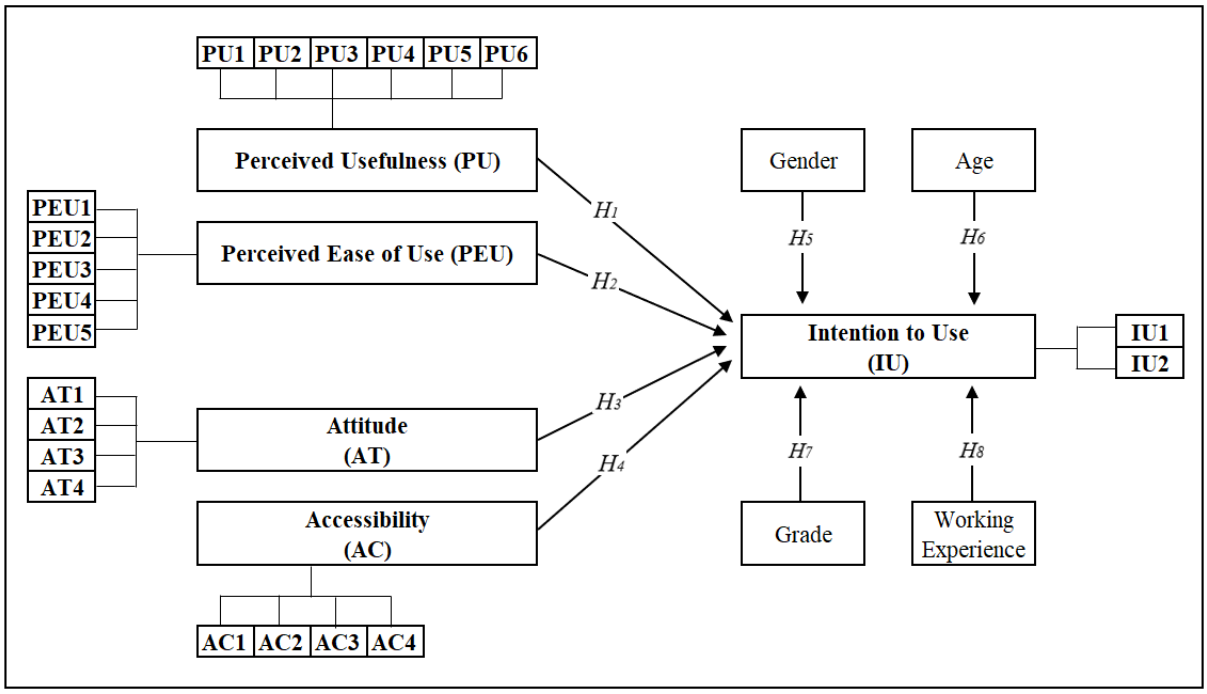
H_6: Age influences the intention to use My-PMS.

H_7: Grade influences the intention to use My-PMS.

H_8: Working experience influences the intention to use My-PMS.

On the basis of the above theoretical perspective, Figure 2 portrayed the conceptual framework proposed for this study.

Figure 2: Proposed Conceptual Model for this Study



RESEARCH METHODOLOGY

Based on the objectives of the study, a descriptive survey approach using the quantitative research paradigm was adopted in view of collecting primary data. The targeted population consisted of the full list of 201 employees extracted from the Human Resource Management System (HRMS) of XYZ. Cochran's (1997) sample size formula for scaled variables and sample size correction formula were used to calculate a final sample size value of 65 (Bartlett *et al.*, 2001). A non-probability sampling technique was then employed where the participants to the survey were identified on grounds of convenience. This is due to the pandemic of Covid-19 where all employees were working from home, thus, limiting interaction with them.

A paper based survey questionnaire was designed with 6 sections consisting of a total of 25 questions as illustrated in Table 1. Section A till Section E were measured on a 5-Point Likert Scale using the state of 1 to denote strongly disagree to 5 for strongly agree. Section F contained 4 single-option questions to capture the demographic profile of the respondents where only questions relating to gender, age, grade and working experience were asked. Academic background was not considered important as the minimum academic requirement to work at XYZ is a first university degree.

Table 2: Questionnaire Construction

Section	Construct	Variable	No. of Item Statements	Source
A	Intention to use	Dependent	2	Heijden (2004); Wu and Wang (2005)
B	Perceived usefulness	Independent	6	Al-Raisi et al. (2011)
C	Perceived ease of use	Independent	5	Heijden (2004)
D	Attitude	Independent	4	Constantinides and Lorenzo-Romero (2013)
E	Accessibility	Independent	4	Park (2009); Researchgate.net (2020)
F	Respondent's Profile	Independent	4	All sources listed from Section A till Section E

A pilot study was then conducted with a sample of 10 employees, outside the sample frame, to identify any lacunas in the questionnaire which ultimately led to some questions being rephrased in order to capture the understanding of a larger audience. It is also important to highlight that the respondents were more resistant to fill-in online questionnaire which might be because they do not trust this type of survey method to disseminate information pertaining to their organisation. Consequently, out of 65 questionnaires distributed, only 52 valid response sheets were obtained, thus, representing an acceptable response rate of 80% (Bartlett *et al.*, 2001). Ethical considerations such as protection of identity, willingness to participate to the survey and confidentially were respected.

The data analysis tool used to analyze the responses is the Statistical Package for the Social Sciences (SPSS) version 22.0 supported by Microsoft Excel for tables' formatting. Cronbach's Alpha and Kaiser-Meyer-Olkin Measure of Sample Adequacy (KMO) tests were employed to assess the reliability and validity of responses for the ordinal questions respectively where it has been found that the whole data set is highly reliable (Cronbach's Alpha = 0.979) and adequate (KMO = 0.895) as illustrated in Table 2. The outcomes are in line with Tavakol and Dennick (2011) who state that a value of Cronbach's Alpha above 0.70 represents a good internal consistency while Robson (2012) argues that any factor validity found to have a KMO value exceeding 0.700 is likely to indicate a good sample adequacy.

Table 3: Reliability and Validity Tests

Test	No. of Items	Results
Cronbach's Alpha	21	0.979
Kaiser-Meyer-Olkin Measure of Sample Adequacy	21	0.895

Frequency statistics were used to picture the profiles of the respondents. Descriptive statistics such as mean and standard deviation were then used to analyze the level of support for the different item statements which have been formulated to collect data. Independent sample t-test was used to measure the relationships between gender and the intention to use My-PMS due to the fact the former construct was categorical and dichotomous in nature while the latter was measured on a scaled-basis (5-Point Likert Scale). One-way ANOVA test was conducted to measure the relationships between age, grade and working experiences (constructs were categorical but not dichotomous) with the intention to use the system (measured on a 5-Point Likert Scale). Pearson Correlation coefficient test was performed to study the relationships between scaled constructs measured on the 5-Point Likert Scale (Independent variables: perceived usefulness, perceived ease of use, attitude and accessibility. Dependent Variable: intention to use). Finally, a multi-regression analysis was conducted to find the predictive power, the percentage of explained variance and the percentage of unexplained variance of the proposed model.

RESULTS, ANALYSIS AND DISCUSSION

Descriptive Statistics

Respondent's Profile

The demographic variables from the questionnaire-based instrument have been used to give an overview of the respondents' profiles who participated to the survey. Table 3 provides a descriptive summary of these findings. The female gender is being viewed as the one who dominates the total workforce at XYZ with a 55.8% of representativeness as compared to the male gender with a value of 44.2%. This shows that the company supports an inclusive workforce and promotes women emancipation. XYZ has a rather young workforce where 90.4% of its employees have up to 35 years. The bottom level (Assistant grade) from part of the majority of the workforce (59.6%) while the middle management level (Supervisor and Manager) occupy 34.7% as compared to the top management level (Assistant Director and Partner) who were found to represent only 5.7% of the sample. 65.4% of the employees have less than 3 years of working experiences with the firm while 30.8% have up to 9 years as compared to 3.8% who has more than 9 years.

Table 4: Demographic Profiles of Respondents

Variables		Frequency	Percentage
Gender	Male	23	44.2
	Female	29	55.8
Age	18 to 25	31	59.6
	26 to 35	16	30.8
	36 to 45	3	5.8
	46 to 55	1	1.9
	Above 55	1	1.9
Grade	Assistant	31	59.6
	Supervisor	11	21.2
	Manager	7	13.5
	Associate Director	1	1.9
	Partner	2	3.8
Working Experience	0 to 1 year	17	32.7
	From 1 year to 3 years	17	32.7
	From 3 years to 6 years	11	21.2
	From 6 years to 9 years	5	9.6
	From 9 years to 12 years	2	3.8

Perceived Usefulness

Tavakol and Dennick (2011) state that a value of Cronbach's Alpha above 0.70 represents a good internal consistency. As shown in Table 4, the Cronbach's Alpha value for the construct 'Perceived Usefulness' is 0.959 which exceeds the minimum required threshold. Thus, this construct is deemed to be reliable. The research findings revealed that the respondents were generally not supportive on the perceived usefulness of using My-PMS (M = 2.490, SD = 1.094). However,

continuous and timely feedbacks (PU3) was least supported by the respondents (M = 2.269, SD = 1.069). This might be because My-PMS has not been structured to allow managers to provide real-time feedbacks on a continuous basis. Feedbacks are given at the end of the financial year. Furthermore, the research findings also revealed that the employees prefer their old method of performance appraisal system which was being done manually as they don't perceive My-PMS to be an effective and trustworthy tool in their career development. The probable reason for this might be that the end-users were not involved in the design-phase of the tool where management has lagged behind in understanding their expectations. These are in line with Al-Raisi *et al.* (2011) who state that for a new e-PMS to be perceived as being useful by the users, it should bring an added value to them. In this present case, it cannot be determined that My-PMS has brought any added value to the users.

Table 5: Descriptive Statistics for Perceived Usefulness

Variables	M	SD	α
Perceived Usefulness	2.490	1.094	0.959
PU1	2.885	1.278	
PU2	2.462	1.075	
PU3	2.269	1.069	
PU4	2.308	1.130	
PU5	2.654	1.399	
PU6	2.365	1.221	

M = Mean, SD = Standard Deviation, α = Cronbach's Alpha

1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly Agree

PU1 - I find My-PMS more effective as compared to a manual performance appraisal process.

PU2 - I believe that My-PMS allows employees to link performance with business strategies.

PU3 - My-PMS allows me to obtain continuous and timely feedbacks.

PU4 - I find My-PMS useful in identifying in identifying my skill gaps.

PU5 - I believe that My-PMS promotes trust in the performance appraisal process.

PU6 - On overall, I find My-PMS to be an asset for my professional development.

Perceived Ease of Use

Table 5 illustrates the findings for the construct "Perceived Ease of Use". It has been found to be reliable based on its Cronbach's Alpha value of 0.978 which exceeds the minimum theshold of 0.70 advocated by Tavakol and Dennick (2011). The results revealed that in general My-PMS is not perceived to be easy to use by the employees of XYZ (M = 2.481, SD = 1.061). Low Mental efforts required to use the system has been least supported (M = 2.385, SD = 1.123). Furthermore, the respondents found that the functionalities of the e-PMS are quite complex which limit their ability of its usage. This might be because the tool has not been designed with the latest technology that can render it more user friendly. Another possible reason might be that no sufficient training has been given to the users before the go-live of the tool. According to Heijden (2004), perceived ease of use of a technology is link with its flexible functionalities (which should be clear and understandable) that will, in turn, facilitate its usage.

Table 6: Descriptive Statistics for Perceived Ease of Use

Variables	M	SD	α
Perceived Ease of Use	2.481	1.061	0.978
PEU1	2.558	1.056	
PEU2	2.385	1.123	
PEU3	2.539	1.128	
PEU4	2.423	1.073	
PEU5	2.500	1.146	

M = Mean, SD = Standard Deviation, α = Cronbach's Alpha

1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly Agree

PEU1 - The functionalities of My-PMS are clear and understandable.

PEU2 - The interaction with My-PMS does not require a lot of mental effort.

PEU3 - Learning to operate My-PMS is easy for me.

PEU4 - I find it easy to get My-PMS do what I want it to do.

PEU5 - On overall, I find My-PMS easy to use.

Attitude

Results portrayed in Table 6 revealed that the data collected to measure the construct 'Attitude' is highly reliable based on its Cronbach's Alpha value of 0.961 (Tavakol and Dennick, 2011). In general, it has been found that the attitude of the respondents towards the use of My-PMS is not positive (M = 2.486, SD = 1.161). The least supported item statement was the fact that the employees experienced fun in using the system (M = 2.154, SD = 1.109). The respondents also didn't welcome My-PMS favourably and are not positive in using it. The probable reason for this might be because of its complex functionalities, less user-friendly design and layout and does not meet their expectations. These findings are in line with the literature where Constantinides and Lorenzo-Romero (2013) found that users who portrayed a positive attitude towards the usage of a certain technology will find it to be a good idea and fun to use it, thus, welcoming the tool favorably.

Table 7: Descriptive Statistics for Attitude

Variables	M	SD	α
Attitude	2.486	1.161	0.961
AT1	2.692	1.261	
AT2	2.154	1.109	
AT3	2.539	1.290	
AT4	2.558	1.243	

M = Mean, SD = Standard Deviation, α = Cronbach's Alpha

1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly Agree

AT1 - Using My-PMS is a good idea.

AT2 - It is fun to use My-PMS.

AT3 - I am positive towards using My-PMS.

AT4 - I happy with the existence of My-PMS.

Accessibility

Table 7 illustrates the research findings from the data collected to measure the construct 'Accessibility'. The results revealed that the data set is reliable through a Cronbach's Alpha value of 0.778. However, on overall, it has been found that My-PMS is not accessible as being expected by the users (M = 1.822, SD = 0.513). The least supported item statement is that the accessibility of the tool outside the working station is very poor (M = 1.558, SD = 0.608). The users revealed connectivity difficulties even from their working stations where the authentication time is quite long and the system goes down quite occasionally. The possible reason for this might be that the capacity, integration and sociability tests have been compromised during the implementation and testing phase of the software. Park (2009) states that a user should have no difficulty to access a particular system as it has a direct impact on the intention of its usage. Furthermore, for accessibility to be enhanced, a user should be able to access the software anywhere. The login duration should be rapid and down-times should be avoided (Researchgate.net, 2020).

Variables	M	SD	α
Accessibility	1.822	0.513	0.778
AC1	2.077	0.813	
AC2	1.558	0.608	
AC3	1.808	0.561	
AC4	1.846	0.638	

M = Mean, SD = Standard Deviation, α = Cronbach's Alpha

1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly Agree

AC1 - I have no difficulty accessing My-PMS from my workstation.

AC2 - I have no difficulty accessing My-PMS outside my workstation.

AC3 - The system authentication time is rapid.

AC4 - There is no system down-time.

Table 8: Descriptive Statistics for Accessibility

Inferential Statistics

Hypothesis Testing

Table 8 shows the results obtained from conducting a Pearson Correlation Coefficient test in order to test the different hypotheses formulated for the scaled variables. A 95% confidence level with a significance level of 5% were considered for the tests. Hypothesis 1 proposed a positive relationship between 'Perceived Usefulness' and 'Intention to Use'. The result obtained ($r = 0.881$ and $p < 0.01$) confirms that there is a strong positive significant relationship between these two constructs. The finding is in line with Cho and Esen (2015) who revealed that the relationship between perceived usefulness and intention to use a system is statistically supported. In order to create that intention to use My-PMS, the user must be able to perceive the usefulness of the system. In other words, they should be able to anticipate the added value that the system will bring to their professional experience that will, in turn, contribute positively towards their development. If they do not perceive any benefits from its usage, they will definitely not have the intention to use the technology (Al-Raisi *et al.*, 2011).

Hypothesis 2 projected a positive connection between 'Perceive Ease of Use' and 'Intention to Use' My-PMS as an e-PMS tool. Result obtained ($r = 0.893$ and $p < 0.01$) indicates a strong positive association between the two constructs. This finding is supported by the study of Constantinides and Lorenzo-Romero (2013) who revealed that 'perceived ease of use' do impact on the intention to use a system. In general, it is evident that a user will intend to use a software if he finds it ease to use. The system should be user friendly so that he can easily manipulate it to get the desired outcome. In the case that the functionalities are complex and require a high level of mental effort to use the system, the user will tend to limit its usage (Heijden, 2004).

Hypothesis 3 anticipated a positive relationship between 'Attitude' and 'Intention to Use'. Result obtained ($r = 0.913$ and $p < 0.01$) supports strongly this claim and is in line with Weng *et al.* (2018) who purports that attitude can determine whether an individual express a positive or a negative behaviour towards the adoption of a technology. In general, users who act positively towards the usage of a technology tend to use it more frequently. They will welcome the tool favorably in their organisation. However, users who show a negative attitude towards using a certain technology will tend to use it less frequently (Constantinides & Lorenzo-Romero, 2013).

Hypothesis 4 predicted a positive association between 'Accessibility' and 'Intention to Use'. Result obtained ($r = 0.498$ and $p < 0.01$) reveals that accessibility do impact positively on the intention to use My-PMS. The finding is in line with Afridi *et al.* (2020) who found a positive relationship between these two constructs. A user should have no difficulty to access a particular system as it has a direct impact on his intention to use it. If the user encounters difficulties to access the system at his workstation or remotely, where the time taken to authenticate the software is quite long and the system down-time is quite frequent, the intention to use the technology will definitely be reduced (Researchgate.net, 2020).

Table 9: Pearson Correlation Coefficient Test Results

Hypotheses	Proposed Relationship	r-value	p-value	Results
Hypothesis 1	PU --> IU (+ve)	0.881	0.000	Supported
Hypothesis 2	PEU --> IU (+ve)	0.893	0.000	Supported
Hypothesis 3	AT --> IU (+ve)	0.913	0.000	Supported
Hypothesis 4	AC --> IU (+ve)	0.498	0.000	Supported

IU - Intention to use

PU - Perceived usefulness

PEU - Perceived ease of use

AT - Attitude

AC - Accessibility

All correlations are significant at 0.01 level (2-tailed).

An independent sample t-test has been performed to find any plausible relationships between Gender (Hypothesis 5) and the intention to use My-PMS. A One-Way ANOVA test was conducted to find any possible link between Age (Hypothesis 6), Grade (Hypothesis 7) and Working Experience (Hypothesis 8) with the intention to use My-PMS respectively. Table 9 illustrates the result findings where it has been found that Gender ($t = -0.635$ and $p > 0.05$), Age ($f = 1.268$ and $p > 0.05$), Grade ($f = 1.870$ and $p > 0.05$) and Working Experience ($f = 2.266$ and $p > 0.05$) do not

have any relationship with the intention to use My-PMS respectively. These findings contradict the studies of Gefen and Straub (1997), Morris and Venkatesh (2000), Wagner *et al.* (2008) and Kim (2008) who found that 'Gender', 'Age', 'Grade' and 'Working Experience' do have a relationship with the intention to use a certain technology individually. A possible reason for this might be that all the employees have a good educational background (minimum university degree) which did not bring biasness and variance in their responses. Through their level of education, they are matured enough to form their own opinion. This argument is supported by Rambe (2011) who found that academic background does influence the adoption of a certain technology.

Table 10: Results for Independent Sample t-Test and One-Way ANOVA

Hypotheses	Proposed Relationship	t-value	f-value	p-value	Results
Hypothesis 5	Gender --> IU	-0.635		0.528	Rejected
Hypothesis 6	Age --> IU		1.268	0.296	Rejected
Hypothesis 7	Grade --> IU		1.870	0.131	Rejected
Hypothesis 8	Working Experience --> IU		2.266	0.076	Rejected

IU - Intention to use

Conceptual Model Assessment

The virtue of social science research is to make predictions (Bhattacherjee, 2012). Therefore, to be able to quantify the predictive power of the proposed conceptual model for this study, a multi regression analysis has been conducted. Table 10 illustrates the results obtained.

Table 11: Multi Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.928[a]	.861	.850	.49397

a. Predictors: (Constant), Accessibility, Perceived_ease_of_use, Perceived_Usefulness, Attitude

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	71.238	4	17.810	72.987	.000[a]
	Residual	11.468	47	.244		
	Total	82.707	51			

a. Predictors: (Constant), Accessibility, Perceived_ease_of_use, Perceived_Usefulness, Attitude

b. Dependent Variable: Intention_to_use

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.120	.268		.446	.657
	Perceived_Usefulness	.173	.180	.149	.963	.340
	Perceived_ease_of_use	.419	.155	.349	2.706	.009
	Attitude	.515	.197	.470	2.610	.012
	Accessibility	-.051	.164	-.020	-.309	.759

a. Dependent Variable: Intention_to_use

To assess the fit of the regression model, the F-value along with the P-value (sig.) have been analyzed. Results indicate that the model proposed is a statistically significant one ($F = 35.472$, $P < 0.01$). This is in line with Bhattacherjee (2012) who states that if a p-value is greater than 0.05, the model shall be qualified as a null model. However, if the p-value is less than 0.05, the model is said to be statistically significant. Hence, based on results obtained for this study, we reject the hypothesis that the model is a null model.

According to Frost (2020), the R-Square (R^2) value obtained from a multi-repression analysis signifies the explained variance., that is, it explains the percentage of prediction of the model. The closer the R^2 value is to 1, the higher is the predictive power of the model. According to the rule of thumb proposed by Henseler *et al.* (2009), R^2 value with 0.25, 0.50 and 0.75 indicates a weak, moderate and high predictive power respectively. The reason why a model can have a poor predictive power is when the most important prediction of a particular phenomenon has been missed out during a research. Based on the research findings, the R^2 value of model proposed for this study is 0.868. This indicates that the model has a high predictive power where the explained

variance is 86.8% and the unexplained variance is 13.2% which is acceptable based on the highly-complex nature of social sciences. Hence, it can be concluded that the data collected have fit-in the model.

Based on the above, it can be stated that the model for this study is statistically sound with a high predictive power. However, from the coefficient results stated in Table 10, the constructs 'Perceived Usefulness' and 'Accessibility', having both p-values > 0.05, have been found to not be statistically significant as compared with the results obtained from Pearson Correlation Coefficient Test conducted previously. This indicates that these two constructs individually do relate to the 'Intention to Use' My-PMS. However, they both lose their theoretical importance when the relationships were analyzed simultaneously with all the independent variables initially identified for this study. The reason for this might be because at the end of the day, irrespective of whether the employees perceived the tool to be useful and whether the accessibility to the IT Application is not to the perfection, they will have no other option than cope with My-PMS. What matters the most in this model is 'Perceived Ease of Use' and 'Attitude' which were in line with the research problems identified initially where the employees were feeling unsecured and were finding difficulties in using My-PMS. Hence, it can be said that this study has met its research objectives. Figure 3, therefore, pictured the revised model after analyzing the research findings.

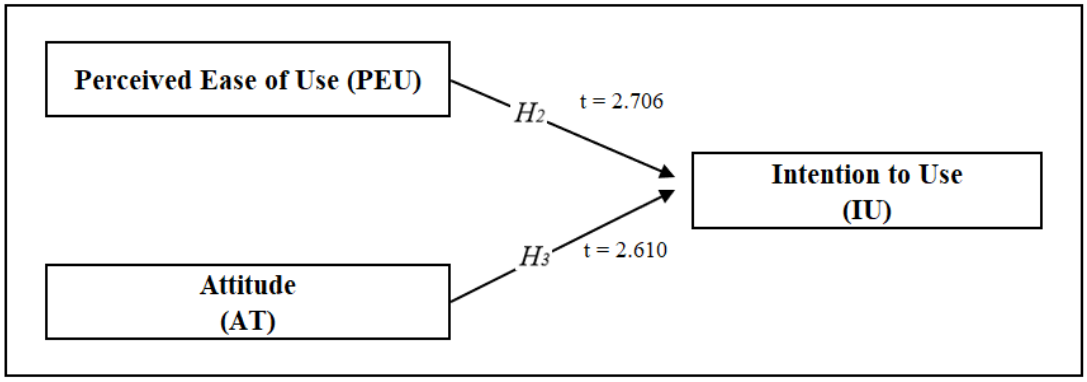


Figure 3: Revised Model

IMPLICATION OF THE STUDY

Findings of this study offer practical implications to the management of XYZ to remedy the situation in terms of the adoption of My-PMS within its workforce. Independent of whether or not the users find the system useful and are able to access it properly, once they perceived it to be easy to use, they are likely to use and welcome My-PMS favourably. Therefore, this study suggests that management should focus on the appearance of the tool. For example, the functionalities should be simplified so that they can be easily manipulated by the employees without less mental efforts and be able to make the system do what they want it to do. The design layout of My-PMS should be made more attractive so that the employees may feel comfortable in using it. Furthermore, it is highly advisable to not use complex terminology to label the different menus on the IT application. Using a clear and understanding labelling can help the employees find themselves easily when navigating the tool.

Imposing drastically a new system to the employees will definitely eliminate the intention to use the system and create a strong resistance towards it. Management is, therefore, encouraged to

create an awareness campaign before implementing a new technology that will impact the behaviours of the employees. Likewise, they will be able to prepare themselves psychologically, thus, welcoming the change more favourably. Furthermore, since the routine of the whole workforce is mainly impacted through the introduction of a new system, it is essential to include the end-users in the whole software development life-cycle so that management can obtain feedbacks on how to improve the system and make it more user-friendly. Conducting a pilot-test before the go-live of an IT Application can also help in obtaining constructive feedbacks.

Training programmes, both before and after the implementation of the software, should be scheduled frequently so that the users may get the opportunity to be familiar with its usage which will inevitably help to create a positive attitude towards its adoption. User Guides should be made easily available to all users so that they may use same in case of any difficulties. An assistance help-desk at the post-implementation stage should also be set-up in order to resolve incidents more effectively and allows users to create that confidence and trust in using the system. Incentives (both financial and non-financial) can also be put in place to encourage the intention to use the system and build positive attitude among the users. For example, management can offer gift vouchers to users who have been successful in creating their goals on My-PMS during the agreed timeframe. Those users who are able to use the system without any assistance should be recognised and appraised so that others may be motivated in adopting the same trend. By adopting the above recommendations, it is expected that the situation towards the intention to use My-PMS can be improved.

LIMITATION OF THE STUDY

The study was conducted during the lockdown period due to the world's sanitary crisis related to the pandemic Covid-19. The sample size couldn't be increased as not all employees were available and were willing to participate during the timeframe allocated to this research despite the fact that online surveys were conducted. This might be due to the fact that they do not trust online methods while disseminating information pertaining to company. Furthermore, the research findings have been derived from the responses obtained from the sample of employees identified for this study. Due to subjectivity of certain investigated areas, errors and biases were likely to happen while collecting and measuring the data. More so, the lack of consent from employees to participate to the study and the limited resources available to the researcher to conduct this research have limited the scope of this study, on the contrary, it could have painted more interesting and practical findings.

FUTURE DIRECTION OF THE STUDY

Since the collection of data was impacted due to the pandemic of Covid-19, the researcher finds it interesting to conduct a census survey in the future due to a small population of employees while putting more independent variables under study such as subjective norms, self-efficacy, perceived risk, perceived enjoyment, trust and behavioural intention to earn more interesting findings that could enhance the approach of organisations in encouraging the intention to use a certain technology while at the same time ensure generalizability of results and generativity within different contexts and build knowledge by making significant contribution to the body of literature. Furthermore, since the respondents were more resistant towards online surveys, the researcher believes that a self-administered questionnaire through a personal contact will lead to better response rate as there will be more trust between both parties.

CONCLUSION

Based on the above research findings, it can be argued that the independent variables which were previously put under investigation (Perceived Usefulness, Perceived Ease of Use, Attitude and Accessibility) correlate individually and positively with the dependent variable 'Intention to Use'. However, 'Perceived Usefulness' and 'Accessibility' have lost their theoretical importance when analysed simultaneously with the other constructs. 'Perceived Ease of Use' and 'Attitude' were found to be the only independent constructs which fit in the model. Furthermore, research findings also revealed that the demographic profiles of the respondents (Gender, Age, Grade and Working Experience) were found to not have any significant relationships with the intention to use My-PMS. Hence, to be able to create the intention to use My-PMS, XYZ should focus on how to make employees perceive My-PMS is easy to use and at the same time develop strategies so that they can have positive attitudes towards its usage. It can be said that the objectives of the study have been fully met where a model has been developed to better help the management of XYZ to focus on the important factors which have been disregarded during the implementation phase of My-PMS. Furthermore, the set of recommendations formulated will surely help them to better address the issue while at the same time contribute to the body of knowledge which can serve as a mean of generativity for future studies.

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