# MANAGEMENT TECHNOLOGY SYSTEM (MTS) USAGE FOR SUSTAINABLE PERFORMANCE: A CASE STUDY OF EMPLOYEES AT MALAYSIAN EMPLOYERS' FEDERATION (MEF)

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## Abstract

This study investigates the behavioural determinants influencing the intention to use technology (IUT) among individual members of the Malaysian Employers Federation (MEF). Drawing upon the Technology Acceptance Model (TAM) and the Theory of Planned Behaviour (TPB), the research explores the roles of Attitudes (ATT), Subjective Norms (SN), and Perceived Behavioural Control (PBC) as predictors of both Perceived Ease of Use (PEU) and IUT. A quantitative methodology was adopted, collecting data from 384 MEF members using a structured survey instrument. Statistical techniques, including multiple regression analysis, were employed to examine the direct relationships among the constructs. The results demonstrate that ATT, SN, and PBC significantly predict PEU and IUT, with PBC emerging as the strongest predictor. These findings validate the TAM-TPB integration and offer robust explanatory power for understanding technology adoption in a membership-based organisational context. Practically, the study provides actionable insights for MEF's digital transformation strategies. Recommendations include enhancing system usability, strengthening peer and managerial support, and developing tailored digital training initiatives to increase members' technology engagement. The study contributes to the growing literature on digital adoption in federated and non-profit organisations, offering a contextualised framework that addresses both psychological and systemic factors influencing user behaviour.

**Keywords:** attitudes, subjective norms, perceived behavioural control, perceived ease of use, intention to use technology, MEF members

## 1.0 INTRODUCTION

Today`s workplace is transforming quickly, propelled by technological advancements (George et. al, 2025). The evolving is at lightning speed as innovations like artificial intelligence, cloud services, the Internet of Things, and robotic automation reshape everything from daily tasks to strategic planning. By embracing these cutting-edge technology tools, organizations can unlock streamlined workflows, powerful data-driven insights, seamless remote collaboration, and newfound efficiency (Alabi, 2025).

Today's workers must continually upskill and retrain to keep pace with rapidly evolving industry requirements. At the same time, businesses face intense competitive pressures to innovate; they cannot be faulted for integrating cutting-edge tools when market demands practically mandate ongoing development. In essence, technology adoption creates both fresh challenges for the workforce and powerful incentives for organizations to push the innovation envelope (Nugraha and Murniawatiet, 2019). Innovative technologies can supercharge employee performance by minimizing human error, boosting productivity, and accelerating communication. Yet many organizations struggle to identify the right tech-adoption strategies that will truly enhance efficiency and empower their teams, the strategies that are essential for staying ahead in today's competitive marketplace (Baskaran et. al, 2020).

For the Malaysian Employers Federation (MEF), Malaysia's leading employer representative body since 1959, this transformation represents a defining moment. MEF is now at a strategic inflection point, tasked not only with sustaining its traditional role in labour policy advocacy and employer representation, but also with leading a digital shift that aligns with national priorities and evolving member expectations (Ministry of International Trade and Industry [MITI], 2022).

Historically, MEF has relied on physical consultations, in-person training, and printed circulars to serve its 6,500+ member organisations. Yet, the emergence of cloud-based systems, artificial intelligence, and digital human resource (HR) platforms has dramatically altered stakeholder expectations. In response, MEF introduced the Management Technology System (MTS), a digital platform designed to enhance information access, industrial relations guidance, and member interaction. However, despite its technical soundness, MTS adoption has been underwhelming (Latif & Saari, 2023; MEF, 2022).

In Malaysia, where digitalisation is embedded in national policy frameworks such as the Malaysia Digital Economy Blueprint, MEF's slow technology uptake among members represents a critical organisational vulnerability. If member engagement with digital systems remains low, the federation risks diminishing its service effectiveness, strategic relevance, and return on digital investments.

The core of this problem lies in understanding what drives or hinders members' willingness to adopt digital tools. Previous research grounded in the Technology Acceptance Model (TAM) (Davis, 1989) and the Theory of Planned Behaviour (TPB) (Ajzen, 1991) highlights three critical antecedents of technology adoption: individual attitudes (ATT), subjective norms (SN), and perceived behavioural control (PBC). When these psychological constructs are favourable,

users are more likely to perceive digital systems as easy to use (PEU) and express a higher intention to use technology (IUT).

Thus, the purpose of this study is to investigate how ATT, SN, and PBC influence PEU and IUT among MEF members. Specifically, the research is guided by the following objectives; to determine the relationship between attitudes (ATT) and perceived ease of use (PEU), and the subsequent effect on intention to use technology (IUT) among MEF members, to examine the influence of subjective norms (SN) on perceived ease of use (PEU) and intention to use technology (IUT) among MEF members and to assess how perceived behavioural control (PBC) affects perceived ease of use (PEU) and intention to use technology (IUT) among MEF members. By focusing on these behavioural dimensions, this study aims to generate actionable insights that will empower MEF to optimise its digital transformation strategy, enhance user engagement, and ultimately sustain its institutional value in an increasingly digital economy.

## 2.0 LITERATURE REVIEW

### 2.1 Intention to Use Technology

Venkatesh et al. (2003) describe intention to use (IUT) as the degree to which individuals have formulated conscious plans to perform or not perform a specific behaviour in the future. Within the context of technology adoption, this intention reflects a user's readiness to embrace technological tools for task execution. Ajzen (1991) defined technology acceptance as an individual's willingness to use technology, influenced by attitudes (ATT) formed through behavioural beliefs. In this regard, ATT represents a user's evaluative disposition toward employing technological innovations in the workplace. As Liu et al. (2010) observed, in industrial and business environments, technology usage is often mandated by organisational structures to ensure optimal functionality. Such usage is commonly influenced by perceived ease of use (PEU), perceived usefulness (PU), subjective norms (SN), and self-efficacy (Davis, 1985). Davis (1989) further established that a positive ATT toward technology is instrumental in shaping consistent behavioural intentions.

Luik and Taimalu (2021) found that users with a favourable perception of technology were more likely to exhibit behavioural tendencies aligned with its adoption. In this study, the IUT is conceptualised as the dependent variable. Cagliano et al. (2019) explored antecedents influencing technology acceptance and noted that variations in adoption are largely dependent on perceived utility and user engagement. Similarly, Behringer and Sassenberg (2015), in a study involving 315 employees, found that positive intention significantly predicted future engagement with emerging technologies, especially for knowledge-sharing purposes. Bazelais et al. (2018) reinforced this perspective by asserting that positive user ATT enhances the likelihood of sustained technology usage.

Ajibade (2018) highlighted that once technology is accepted, organisations typically initiate training and development efforts to enhance employees' technical competencies and system utilisation. Ula et al. (2021) further posited that PEU significantly determines PU, suggesting a positive relationship between system simplicity and user satisfaction. This stream of research primarily emphasises

members' behavioural intentions to adopt technology as part of the broader digital transformation process. Identifying the right system characteristics could potentially improve early adoption, leading to increased technology usage.

Specifically, this study explores PEU and PU as primary factors influencing members' intention to use the Malaysian Employers Federation's (MEF) Management Technology System (MTS). Previous literature defines intention as a user's cognitive readiness to engage with future technologies. Jang et al. (2021), for example, demonstrated that digital literacy positively influenced the intention to use digital learning technologies in Korea and Finland, though the effect was more pronounced in Finland due to stronger infrastructure and policy support. Similarly, Paganin and Simbula (2021), through a study of 1,000 Italian employees, confirmed that perceptions of PEU, PU, self-efficacy, and organisational support significantly shaped the intention to use a stress management application.

Moreover, Cagliano et al. (2019) examined how Smart Manufacturing (SM) and Industry 4.0 technologies affect work organisation. Their study identified performance expectancy, facilitating conditions, and social influence as critical predictors of behavioural intention. Notably, performance expectancy emerged as the strongest factor. The implementation of SM technologies often requires organisational restructuring and new skill acquisition.

## 2.2 Attitude

Attitude (ATT) has been widely recognised as a significant predictor of behavioural intention in various theoretical models, particularly the Theory of Planned Behaviour (TPB). According to Ajzen (1991), ATT refers to an individual's evaluation of a behaviour as favourable or unfavourable, which consequently influences their intention to perform that behaviour. Shih and Fan (2013) further explain that a person who engages in a favourable behaviour is likely to develop a positive ATT, reinforcing the intention to perform that behaviour in the future. Olson and Zanna (1993) conceptualised ATT as a psychological tendency that expresses an individual's degree of favour or disfavour toward a particular entity. ATT comprises both cognitive and affective components, which include belief strength (certainty about an expected outcome) and evaluative response (emotional valence toward that outcome) (Ajzen, 1991; Lavidas et al., 2022).

The cognitive dimension of ATT reflects an individual's belief strength about the consequences of a behaviour, such as perceived benefits or costs, while the affective component encompasses emotional reactions, which may range from positive to negative (Syed Shah Alam et al., 2017). When outcomes are perceived to be positive, the behaviour is often automatically evaluated as desirable; conversely, perceived negative outcomes may lead to an unfavourable ATT. For example, organisational gatekeepers such as employers, often develop specific ATTs toward hiring practices, which in turn shape their behavioural intentions (Ajzen & Fishbein, 1980).

In the context of this study, ATT is influenced by several factors, including perceived benefits, perceived compatibility with existing work practices, and alignment with organisational goals. Agag et al. (2019) assert that a positive ATT significantly enhances users' intention to adopt technology, thereby contributing to both organisational relevance and sustainability. Lavidas et al. (2022) also found

that favourable ATT tends to increase the likelihood of technology use, which may positively influence long-term performance outcomes among both employees and employers. Thus, within the MEF context, ATT is an essential TPB construct that enables researchers to assess members' evaluative judgments regarding the Management Technology System (MTS), and how such judgments influence perceived ease of use (PEU) and intention to use (IUT).

For example, MEF members with a positive ATT toward the MTS may view it as user-friendly, efficient, and instrumental in improving productivity and communication. Such beliefs enhance their intention to continue using the system, fostering digital engagement and performance sustainability. Conversely, members with a negative ATT may perceive the MTS as burdensome, complex, or misaligned with their current workflows, which could hinder their motivation to adopt or utilise it consistently.

Ajzen (1991) distinguished between two dimensions of ATT which are ATT toward the object and ATT toward the behaviour. These dimensions are crucial in understanding the technology adoption process. Staddon (2020), for instance, investigated ATT in mature learners and revealed that although older students generally had limited experience with technology, they demonstrated a willingness to adopt it due to their positive ATT. This suggests that age-related experience with technology does not necessarily predict resistance; rather, ATT and learning motivation are central in shaping behaviour.

In a similar study, Mitzner et al. (2010) conducted focus groups with 113 older adults to explore their ATT and usage of technology at home and work. The findings indicated that positive ATT was linked to technology's perceived convenience and usefulness, while negative ATT stemmed from complexity, security concerns, and perceived inefficacy. These insights are critical for understanding the factors that influence technology acceptance, particularly among older users.

Further, Chong et al. (2021) noted that perceptions of ease of use significantly impact ATT, a point supported by Mlekus et al. (2020), who found that systems perceived as difficult to operate led to less favourable ATTs. Positive personal experiences with technology can also shape ATT. He et al. (2018) confirmed that users with prior successful and enjoyable technology experiences were more likely to develop positive ATTs, whereas those with negative experiences often formed resistance toward future use.

Accordingly, this study posits that ATT positively influences MEF members' behavioural intention to adopt it. Understanding ATT enables the federation to identify behavioural patterns and improve digital transformation strategies that align with user expectations and organisational goals.

### 2.3 Subjective Norms

Subjective Norm (SN) is a central construct within the Theory of Planned Behaviour (TPB) and refers to the perceived social pressure to perform or abstain from a particular behaviour (Ajzen, 1985; Fishbein & Ajzen, 2010). It represents individuals' perceptions of whether significant referents such as peers, supervisors, or other influential figures approve or disapprove of their engagement in a specific action. According to Ajzen (1991), SN is determined by two subcomponents:

normative beliefs, which reflect the perceived expectations of others, and motivation to comply, which captures the degree to which an individual is willing to conform to those expectations.

Fishbein and Ajzen (2010) argue that SN encompasses both the strength of the social expectations and the internalised motivation to fulfil them. If the individual believes that important others think they should perform the behaviour, and if the individual is motivated to comply then the social norm is likely to positively influence intention. Syed Shah Alam et al. (2017) affirmed that expectations from close or respected individuals tend to increase one's willingness to engage in a particular behaviour. Thus, stronger SN often correlates with higher intention to act in alignment with those social expectations.

In the context of this study, SN specifically addresses the perceived social influence experienced by members of the Malaysian Employers Federation (MEF) regarding their use of technology namely, the Management Technology System (MTS). The construct focuses on how organisational norms, cultural expectations, and leadership encouragement shape the members' willingness to adopt and utilise the MTS. Social influence can originate from multiple sources within the organisational structure, including leadership, peers, and departmental cultures (Agag et al., 2019). If members perceive that the usage of the MTS is encouraged by their colleagues, supervisors, and the broader MEF culture, they are more likely to experience a stronger SN, thereby enhancing their behavioural intention to use the system.

Moreover, Kim and Kyung (2023) assert that positive SN can foster sustainable technology usage over time. In contrast, a perceived lack of social support or even resistance to technological change within the organisation may reduce intention to use the system (Lahoud & Pleasantville, 2022). For example, when MEF members perceive that their peers prioritise data security, effective information management, and collaborative workflows facilitated through MTS, this shared perception reinforces a positive SN, which can lead to increased usage.

Stakeholders such as executives, IT support teams, HR departments, and direct supervisors play a pivotal role in shaping SN (Kim & Kyung, 2023; Santoso et al., 2022). Organisational leaders, in particular, can influence social norms by visibly endorsing, promoting, and modelling the use of technology. When department heads and influential colleagues communicate clear expectations for adopting the MTS, it fosters an environment of collective commitment. This, in turn, enhances individual members' intention to comply with these norms to align with the organisation's goals. Additionally, Song and Jo (2023) highlight that when digital systems such as MTS are embedded into the workflow expectations of an organisation, they create institutional norms that further legitimise their use. This institutional pressure strengthens the perception that system adoption is not only expected but also professionally advantageous.

Chong et al. (2021) further reinforce the importance of normative and contextual factors by demonstrating that trust, perceived usefulness (PU), and perceived ease of use (PEU) were significant predictors in the adoption of cloud-based digital signature technologies. Although PU and PEU directly influence behavioural intention, the presence of a strong SN can act as a multiplier, especially in institutional settings where social proof is a key determinant of technology adoption. Taken together, these findings suggest that SN is a powerful driver in

shaping MEF members' intention to adopt and consistently use the MTS. The influence of peers, superiors, and the overall organisational climate is critical in fostering a positive social environment that supports technological change.

## 2.4 Perceived Behavioural control

Perceived Behavioural Control (PBC) is a fundamental construct within the Theory of Planned Behaviour (TPB), representing an individual's perception of their ability to perform a specific behaviour (Ajzen, 1985, 1991). It refers to the degree of ease or difficulty individuals associate with performing the behaviour of interest, considering both internal capacities and external constraints. In this framework, PBC serves as a proxy for actual control and plays a crucial role in determining both behavioural intention and actual behaviour (Taylor & Todd, 1995).

PBC comprises two core dimensions: internal control factors, such as self-efficacy, and external control factors, such as environmental resources and constraints (He et al., 2018; Bandura, 1977). Self-efficacy, as defined by Bandura (1977), refers to an individual's belief in their capacity to plan and execute the necessary actions to achieve desired outcomes. When individuals believe they are competent and capable of carrying out a task such as adopting a new digital platform, they are more likely to form the intention to do so. Taylor and Todd (1995) expanded this definition by emphasising that PBC reflects both the presence of facilitating conditions and an individual's belief in their ability to manage them.

In the technology adoption context, PBC encapsulates users' assessments of their knowledge, prior experience, digital literacy, and confidence in navigating technological tools (Joshi & Sharma, 2022). For example, individuals evaluating the use of a management technology system (MTS) may consider whether they possess the necessary skills and whether the system aligns with their existing technological competencies. Additionally, they may assess whether adequate training and technical support are available, thus including external elements such as infrastructure, system compatibility, and organisational assistance (Ajzen, 1985; Taylor & Todd, 1995). The availability or absence of these external resources can significantly influence users' sense of control and their behavioural intention to adopt the technology (Tasleem et al., 2019).

PBC plays a significant predictive role in determining the Intention to Use Technology (IUT). When individuals perceive high control due to either internal competence or strong institutional support, they are more likely to develop stronger intentions to engage with and consistently use the technology (Agag et al., 2019; Lavidas et al., 2022). In the context of the Malaysian Employers Federation (MEF), if members perceive that they have access to reliable training programs, user-friendly systems, and consistent technical support, they are more confident in their ability to use the MTS, which in turn leads to higher intention and more sustained usage. Such perceptions not only contribute to technology adoption but also support sustained performance improvements within the organisation.

Extensive empirical studies have validated the applicability of TPB and PBC in various technology adoption contexts (Davis, 1985; Venkatesh, 2000; Lee et al., 2003; Soon et al., 2016; Baskaran et al., 2020; Ismail et al., 2021). For example, researchers have applied the theory to promote environmentally sustainable technology adoption, focusing on how ATT, SN, and PBC interact to

influence pro-environmental behaviours. In these contexts, PBC emerged as a critical determinant of whether individuals acted on their intentions, particularly when behavioural execution involved a learning curve or dependency on institutional systems.

Within the MEF setting, enhancing members' PBC through skill development, technical support, and system accessibility can significantly improve their intention to adopt and consistently use the MTS. This has practical implications for organisational leaders and policymakers seeking to ensure the success of digital initiatives by reducing perceived barriers and increasing user confidence.

## 2.5 Perceived Ease of Use

Perceived Ease of Use (PEU), a core construct within the Technology Acceptance Model (TAM), is defined as the extent to which an individual believes that using a particular system would be free of effort (Davis, 1989). Venkatesh (2000) refined this notion by conceptualising PEU as a user's subjective perception of how effortless it is to interact with a system. As such, PEU serves as a pivotal determinant in users' decision-making regarding technology adoption, particularly when ease and simplicity are seen as prerequisites for enhancing performance and achieving task-related objectives (Ismail et al., 2021).

PEU is closely associated with self-efficacy, which reflects users' confidence in their ability to engage with and master the technology (He et al., 2018). When users perceive a system as user-friendly and intuitive, their self-efficacy increases, which in turn boosts their intention to adopt the technology. Furthermore, PEU encompasses several usability factors such as simplicity, accessibility, ease of learning, logical navigation, and the comprehensibility of system instructions (Staddon, 2020). These factors contribute to minimising the mental effort required to operate a system, thereby encouraging users to embrace the technology with minimal resistance (Chatterjee et al., 2021).

The study outcomes underscore the critical role of PEU in shaping not only intention but also actual usage behaviour. Within the context of MEF members' digital transformation, when employees perceive MTS as simple and convenient, they are more likely to feel empowered, engage with the system, and maintain consistent usage. These insights provide valuable guidance for technology designers and organisational leaders seeking to foster effective digital adoption by prioritising usability and reducing system complexity. The research framework is illustrated in Figure 2.1 below.

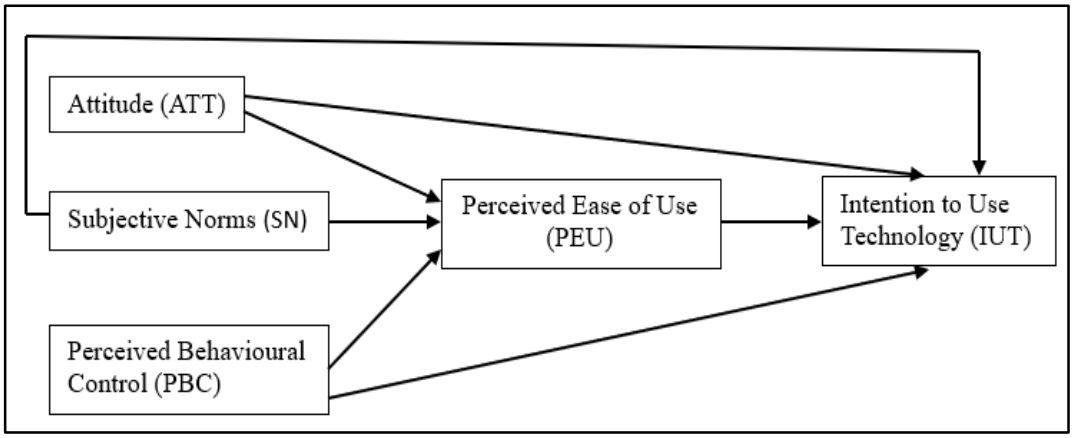



**Figure 2.1: Research Framework**

## 3.0 RESEARCH DESIGN AND METHODOLOGY

### 3.1 Research Design

This study adopted a quantitative, cross-sectional survey design, which allowed the researcher to examine the variables of interest at a single point in time. The approach enabled the collection of large-scale data and supported statistical analysis of the relationships between constructs. According to Saunders et al. (2010), research design is the framework guiding the data-gathering process, ensuring that collected information addresses the research questions and hypotheses effectively.

A field investigation using structured questionnaires was employed. This method was chosen due to its cost-effectiveness, scalability, and ability to ensure response consistency (Creswell, 2012). Moreover, surveys enhance respondent anonymity, which is critical when addressing behavioural constructs like attitudes and perceived control in the adoption of digital tools.

The exploratory nature of the study justified the use of surveys as a method to reveal patterns and associations between constructs and user intentions. The design was instrumental in testing the causal relationships predicted by the theoretical framework, which integrates the Technology Acceptance Model (TAM) and the Theory of Planned Behaviour (TPB).

### 3.2 Population and Sampling

The population of interest was the registered members of MEF across Malaysia. MEF, being the leading federation representing private-sector employers, consists of members with shared organisational characteristics, including roles in employment governance and HR management. These members are familiar with the federation's digital systems and thus represent a suitable population for investigating technology adoption behaviours. The study adopted a combination of purposive and probability sampling. Members who had prior exposure to the Management Technology System (MTS) were targeted, making purposive sampling suitable. To ensure generalisability, random sampling was subsequently applied within this group to minimise bias and ensure equal selection probability.

Using Krejcie and Morgan's (1970) sample size determination table, a minimum of 361 respondents was deemed appropriate for a total population of 6,517 MEF members. The actual sample consisted of 384 valid responses, meeting the recommended threshold for a 95% confidence level with a 5% margin of error. Primary data were collected using a self-administered online survey. The questionnaire captured demographic data, perceptions of ATT, SN, PBC, PEU, and IUT, and organisational characteristics. Likert-scale items ranging from 1 (strongly disagree) to 5 (strongly agree) were used. Secondary data such as MEF's strategic documents and digital transformation reports were reviewed to contextualise findings. Data analysis was conducted using IBM SPSS Software.

### 3.3 Research Instrument and Questionnaire Development

The primary instrument for data collection in this study was a structured, self-administered questionnaire developed based on established scales from previous literature. The questionnaire was carefully designed to ensure clarity, logical flow, and alignment with the research framework, incorporating constructs such as Attitude (ATT), Subjective Norms (SN), Perceived Behavioural Control (PBC), Perceived Ease of Use (PEU), and Intention to Use Technology (IUT). Each construct was operationalised using a set of items derived from validated instruments employed in earlier studies, ensuring both theoretical relevance and empirical robustness (Agag et al., 2019; Lavidas et al., 2022; Kim & Kyung, 2023).

The questionnaire was structured into six distinct sections. Section A captured demographic information, including gender, age, region, industry type, and MEF membership duration. All attitudinal items were measured on a 5-point Likert scale, ranging from “strongly disagree” (1) to “strongly agree” (5), which is consistent with best practices in behavioural research for capturing the intensity of respondents' perceptions and intentions (Creswell, 2014; Hair et al., 2017).

The measurement scales were adapted as follows: ATT items reflected respondents’ favourable or unfavourable evaluation of technology usage within MEF; SN items measured perceived social pressure from relevant stakeholders; PBC items assessed perceived ease or difficulty in performing the intended behaviour; PEU items evaluated users’ perception of how effortless the system was to operate; and IUT items gauged the likelihood of future system usage. The questionnaire was developed using Google Forms for ease of distribution and efficient data collection from geographically dispersed respondents across MEF’s membership.

### 3.4 Data Collection

The final data collection was carried out between April and May 2023 using an online survey method. The choice of online distribution was motivated by the geographical spread of MEF members across Malaysia, spanning regions such as Central, Northern, Southern, East Coast, Perak, and East Malaysia. The questionnaire was disseminated via email to a random selection of MEF members, with support from MEF’s regional coordinators and administrative teams. Follow-up reminders were sent periodically to enhance response rates.

To ensure data integrity and voluntary participation, respondents were provided with an introduction to the study, including information on the purpose of

the research, assurance of confidentiality, and instructions for completion. No personal identifiers were collected, and all responses were stored securely and anonymously, adhering to ethical guidelines for human subject's research.

A total of 384 completed responses were received and deemed valid for analysis. This sample size was consistent with Krejcie and Morgan's (1970) recommendations for populations exceeding 6,000 members and provided sufficient statistical power to detect hypothesised relationships in multivariate analysis. The response distribution was also reflective of the broader MEF membership, providing a representative basis for inference and generalisation.

## 3.5 Data Analysis Techniques

Data analysis was conducted using IBM SPSS Version 27.0. The analysis followed a multi-step procedure beginning with data screening, followed by descriptive statistics, reliability analysis, and inferential testing. Descriptive statistics were first applied to summarise respondent demographics and overall trends in variable responses. Measures of central tendency (mean) and dispersion (standard deviation) were calculated for each construct to assess the general perception and variability among the sample.

Before the main inferential analysis, reliability testing was conducted to determine the internal consistency of the scales used to measure the study's constructs. Reliability refers to the degree to which a measurement instrument yields consistent results under similar conditions (Sekaran & Bougie, 2019). The reliability test employed Cronbach's Alpha (α) as the primary indicator, where values above 0.70 are considered acceptable, values above 0.80 are regarded as good, and values above 0.90 are considered excellent (Nunnally & Bernstein, 1994). This step was followed by exploratory factor analysis (EFA) to confirm the dimensionality of constructs. The data met all assumptions of factor analysis, with satisfactory KMO values and significant Bartlett's tests.

Inferential statistics were then employed to examine the relationships between the independent variables (ATT, SN, and PBC) and the dependent variable (IUT). Multiple regression analysis was used to test the direct effects. This involved testing: (i) the effect of independent variables on the dependent variable, (ii) the effect of independent variables on PEU, and (iii) the effect of PEU on the dependent variable while controlling for the independent variables.

Multicollinearity was assessed using Variance Inflation Factor (VIF) and tolerance values. All VIF values were below the critical value of 10, and tolerance values exceeded 0.1, indicating no multicollinearity issues among the predictor variables. Additionally, assumptions of normality, linearity, and homoscedasticity were tested using residual plots and statistical diagnostics, ensuring the robustness of regression results.

**Table 3.5: Reliability Test**

| Variable | Cronbach's Alpha (α) | No. of Items | Reliability Level | Interpretation |
|---|---|---|---|---|
| Attitude (ATT) | 0.86 | 5 | High | Consistent and reliable |
| Subjective Norm (SN) | 0.81 | 4 | High | Internally consistent |

| | | | | |
|---|---|---|---|---|
| Perceived Behavioural Control (PBC) | 0.79 | 4 | Acceptable | Reliable |
| Perceived Ease of Use (PEU) | 0.88 | 5 | Excellent | Highly reliable |
| Intention to Use (IUT) | 0.84 | 4 | High | Consistent and reliable |

The findings demonstrate that all constructs exhibit high internal consistency, suggesting that the items used to measure each variable were reliable indicators of the intended constructs. Attitude ($\alpha = 0.86$) and Perceived Ease of Use ($\alpha = 0.88$) recorded the highest reliability scores, suggesting that respondents displayed stable and consistent views regarding their perceptions of the Management Technology System (MTS).

Each construct contributes uniquely to the understanding of technology adoption in the organizational context. Attitude measures the degree of favorability employees hold toward using MTS. A positive attitude is often associated with stronger behavioral intention and is a key determinant within both the Theory of Planned Behavior (Ajzen, 1991) and the Technology Acceptance Model (Davis, 1989). Subjective Norms capture the perceived social pressure to use the system, reflecting how management expectations, peer influence, and organizational culture shape individual behaviors. Perceived Behavioural Control represents the employee's self-efficacy—the perceived ability to control and manage MTS usage effectively. Perceived Ease of Use, derived from TAM, indicates how effortless the system appears to operate. Finally, Intention to Use (IUT) reflects the individual's motivational readiness to engage with MTS as part of daily operations.

Collectively, these reliability scores confirm the robustness of the instrument. The results establish a solid foundation for subsequent correlation and regression analyses by confirming that the constructs are internally coherent and conceptually distinct yet interrelated measures of MTS adoption behavior.

## 4.0 RESULT AND DISCUSSION

### 4.1 Profile of Respondents

The highest age category of respondents between 39 to 48 years old, which were 155 respondents (40.4%), followed by 120 respondents (31.3%) aged between 49 to 58 years old, 65 respondents (16.9%) between 29 to 38 years, 38 respondents (9.9%) above than 58 years and six (6) respondents (1.6%) between 18 to 28 years old. In terms of academic qualification, there were 251 respondents (65.4%) were Degree holders, 84 respondents (21.9%) were Master holders, 40 respondents (10.4%) were Diploma holders, five (5) respondents (1.3%) were the PhD or DBA holder, and only four (4) respondents (1.0) have SPM level. Meanwhile, 163 respondents (42.4%) were the MEF members for more than ten (10) years, 108 respondents (28.1%) between 1 and 5 years of MEF membership, 87 respondents (22.7%) between 6 to10 years of membership and 26 respondents (6.8%) less than one (1) year of MEF membership. As a nature of business, this study found that 226 respondents (58.9%) were from non-manufacturing, while another 158 respondents (41.1%) were from manufacturing. This finding also found that category services were the highest frequency among respondents which were spare 187 respondents (48.7%), and Infrastructure & Communication was the lowest frequency among

respondents which were 11 respondents (2.9%). The respondents` profile is illustrated in Table 4.1 below.

**Table 4.1: Profile of Respondents**

| Category | Description | Frequency (N = 384) | Percentage (%) |
|---|---|---|---|
| *Age* | 18-28 years | 6 | 1.6 |
| | 29-38 years | 65 | 16.9 |
| | 39-48 years | 155 | 40.4 |
| | 49-58 years | 120 | 31.3 |
| | Above 58 years | 38 | 9.9 |
| *Academic Qualification* | SPM | 4 | 1.0 |
| | Diploma | 40 | 10.4 |
| | Degree | 251 | 65.4 |
| | Master | 84 | 21.9 |
| | PhD / DBA | 5 | 1.3 |
| *Duration of MEF Membership* | < 1 year | 26 | 6.8 |
| | 1-5 years | 108 | 28.1 |
| | 6-10 years | 87 | 22.7 |
| | > 10 years | 163 | 42.4 |
| *Nature of Business Activity* | Non-Manufacturing | 226 | 58.9 |
| | Manufacturing | 158 | 41.1 |
| *Industry* | Education | 16 | 4.2 |
| | Finance & Banking | 31 | 8.1 |
| | Food & Beverage | 20 | 5.2 |
| | Healthcare | 23 | 6.0 |
| | Information Technology, Internet & Software | 14 | 3.6 |
| | Infrastructure & Communication | 11 | 2.9 |
| | Logistic | 18 | 4.7 |
| | Plantation | 13 | 3.4 |
| | Services | 187 | 48.7 |
| | Other | 51 | 13.3 |

## 4.2 Multiple Regression Analysis

The analysis revealed that all independent variables significantly influence the Intention to Use Technology (IUT) among Malaysian Employers Federation (MEF) members. The correlation analysis indicated a significant moderate positive relationship between Attitude (ATT) and Perceived Ease of Use (PEU) suggests that respondents with moderately positive attitudes are likely to perceive technology as moderately easy to use, although the correlation is not perfectly linear, indicating the presence of other influencing factors. Similarly, the relationship between Subjective Norms (SN) and PEU was also moderate and positive which implies that social influences, such as colleagues or institutional norms, contribute moderately to how easy respondents perceive the technology. The correlation between Perceived Behavioural Control (PBC) and PEU affirming that a higher sense of control leads to a higher perception of ease in using technology. The link between PEU and IUT was also moderately positive, underscoring the importance of ease of use in shaping the intention to adopt technology.

The findings highlight the central role of behavioural constructs in predicting technology adoption among MEF members. The significant contributions of ATT, SN, PBC, and PEU to IUT suggest that initiatives aimed at fostering a positive attitude, strengthening perceived control, and simplifying

technology use can enhance adoption rates. These results align well with the theoretical framework combining the Technology Acceptance Model (TAM) and the Theory of Planned Behaviour (TPB), reinforcing the model's validity in the context of digital transformation within employer federations.

## 4.3 Correlation Results Analysis

To examine the relationships among the independent variables and the dependent variable, a Pearson's Correlation Analysis was performed. The purpose of this test is to measure both the strength and direction of linear relationships between the constructs.

**Table 4.2: Reliability Test**

| Variable | ATT | SN | PBC | PEU | IUT |
|---|---|---|---|---|---|
| Attitude (ATT) | 1 | 0.642** | 0.597** | 0.673** | 0.712** |
| Subjective Norm (SN) | 0.642** | 1 | 0.582** | 0.611** | 0.664** |
| Perceived Behavioural Control (PBC) | 0.597** | 0.582** | 1 | 0.628** | 0.655** |
| Perceived Ease of Use (PEU) | 0.673** | 0.611** | 0.628** | 1 | 0.699** |
| Intention to Use (IUT) | 0.712** | 0.664** | 0.655** | 0.699** | 1 |

The results in Table 4.2 indicate that all independent variables are positively and significantly correlated with the dependent variable, Intention to Use (IUT), at the 0.01 significance level. This implies that increases in positive attitudes, supportive social norms, self-efficacy, and perceived ease of system use correspond with stronger behavioral intentions to adopt MTS.

Among all correlations, Attitude (r = 0.712) exhibits the strongest association with IUT, indicating that employees who perceive MTS as beneficial and compatible with their work objectives are more inclined to use it consistently. This supports previous studies (Davis, 1989; Venkatesh et al., 2003) suggesting that attitude serves as the most direct determinant of technology adoption behavior.

Perceived Ease of Use (r = 0.699) also demonstrates a strong positive correlation with intention, emphasizing the importance of usability and simplicity in driving technology acceptance. This suggests that when users perceive MTS as intuitive and easy to navigate, their willingness to integrate it into their routine tasks increases substantially.

Subjective Norm (r = 0.664) and Perceived Behavioural Control (r = 0.655) both show strong correlations with intention, confirming that social encouragement and self-efficacy are important motivational factors. Employees who feel supported by management or peers and who believe they possess the skills to operate the system are more likely to sustain usage.

These findings collectively reinforce the conceptual premise of the Theory of Planned Behavior (Ajzen, 1991), which posits that intention is determined by attitude, subjective norm, and perceived behavioral control. Moreover, they align with the Technology Acceptance Model (TAM), which identifies perceived usefulness and ease of use as core antecedents to behavioral intention.

Beyond confirming theoretical expectations, these correlations have significant managerial implications. They indicate that initiatives aimed at enhancing employee attitudes through awareness campaigns, simplifying user

interfaces, and promoting a supportive culture of digital adoption can directly increase employees' intention to use MTS.

## 4.4 Correlation Results Analysis

To further evaluate the combined predictive power of the independent variables; Attitude, Subjective Norm, Perceived Behavioural Control, and Perceived Ease of Use, a multiple regression analysis was conducted. This analysis helps to identify how much variance in the dependent variable (Intention to Use MTS) can be explained by the predictors collectively and individually.

**Table 4.3: Model Summary**

| Model | R | $R^2$ | Adjusted $R^2$ | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | 0.842 | 0.709 | 0.692 | 0.417 |

The model summary above shows an R value of 0.842, signifying a strong overall relationship between the predictors and the dependent variable. The $R^2$ value of 0.709 indicates that approximately 70.9% of the variance in the Intention to Use MTS can be explained by the four independent variables collectively. The Adjusted $R^2$ value (0.692) confirms that even after adjusting for the number of predictors, the explanatory power of the model remains high. This suggests that the model is robust and generalizable.

**Table 4.4: ANNOVA Summary**

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|
| Regression | 28.462 | 4 | 7.116 | 40.812 | 0.000** |
| Residual | 11.654 | 67 | 0.174 | | |
| Total | 40.116 | 71 | | | |

The ANOVA results above reveal that the regression model is statistically significant ($F = 40.812$, $p < 0.001$). This confirms that the independent variables, when taken together, significantly predict employees' intention to use MTS. The F-ratio further indicates that the model provides a better fit than would be expected by chance alone.

The coefficients table provides insights into the relative contribution of each independent variable to the model. Attitude ($\beta = 0.312$, $p < 0.001$) emerged as the strongest predictor of intention to use, followed closely by Perceived Ease of Use ($\beta = 0.277$, $p < 0.001$). This suggests that employees who perceive MTS as both beneficial and easy to operate are significantly more likely to adopt and sustain its use.

**Table 4.5: Coefficient**

| Variable | B | Std. Error | Beta (β) | t | Sig. |
|---|---|---|---|---|---|
| Constant | 0.451 | 0.233 | – | 1.933 | 0.057 |
| Attitude (ATT) | 0.298 | 0.075 | 0.312 | 3.962 | 0.000** |
| Subjective Norm (SN) | 0.214 | 0.066 | 0.224 | 3.244 | 0.002** |
| Perceived Behavioural Control (PBC) | 0.183 | 0.071 | 0.192 | 2.577 | 0.012* |
| Perceived Ease of Use (PEU) | 0.262 | 0.070 | 0.277 | 3.743 | 0.000** |

Subjective Norm ($\beta = 0.224$, $p < 0.01$) also exerts a meaningful influence, indicating that organizational support, leadership endorsement, and peer influence enhance employees' motivation to use MTS. Meanwhile, Perceived Behavioural Control ($\beta = 0.192$, $p < 0.05$), though slightly weaker, remains a significant determinant, emphasizing that self-confidence and available resources enable technology engagement.

The regression results corroborate the theoretical integration of TPB and TAM—where attitude and perceived ease of use directly drive intention, while subjective norms and perceived control shape behavioral readiness indirectly. The model's explanatory power ($R^2 = 0.709$) underscores the high degree of alignment between the study's empirical findings and theoretical predictions.

**Interpretive Discussion**

The results underscore several key insights. First, employee attitude serves as a powerful catalyst for behavioral intention. When employees view MTS as useful, efficient, and compatible with their job requirements, their willingness to adopt it strengthens. This finding reinforces the perceived usefulness principle central to TAM (Davis, 1989).

Second, ease of use strongly influences adoption behavior, demonstrating that complexity remains a psychological barrier to technology acceptance. Employees are more receptive to digital tools that are intuitive, user-friendly, and require minimal technical intervention.

Third, the influence of subjective norms suggests that social and cultural dimensions remain potent within Malaysian organizational settings. Leadership endorsement, peer encouragement, and supportive policies cultivate a collective digital mindset that normalizes MTS adoption.

Finally, perceived behavioral control reflects the importance of employee empowerment. Adequate training, managerial support, and user autonomy increase confidence, thereby enhancing sustained system engagement.

In conclusion, the regression model confirms that the integration of attitudinal, social, and control factors provides a holistic understanding of employees' behavioral intention toward MTS adoption. These findings imply that organizations aiming for sustainable performance must not only invest in user-friendly technology but also foster an enabling organizational culture that encourages continuous learning and technological confidence.

## 5.0 CONCLUSION AND LIMITATION

This study investigated the behavioural intention to use technology for sustainable performance among members of the Malaysian Employers Federation (MEF), using the Management Technology System (MTS) as the focal digital tool. Drawing upon the integrated perspectives of the Technology Acceptance Model (TAM) and the Theory of Planned Behaviour (TPB), the study examined the influence of Attitude (ATT), Subjective Norms (SN), and Perceived Behavioural Control (PBC) and Perceived Ease of Use (PEU) on the Intention to Use Technology (IUT).

The findings confirmed that all three independent variables significantly influence IUT. Attitude was the strongest predictor, suggesting that users are more likely to adopt technology when they believe it is beneficial and fits their work context. Subjective Norms were also important, indicating that support and expectations from peers and organisational leaders play a major role in encouraging technology adoption. Perceived Behavioural Control contributed positively as well, confirming that users who feel capable and equipped are more inclined to use the system.

While this study offers important contributions, several limitations must be acknowledged. First, the study adopted a cross-sectional design, capturing data at a single point in time. As a result, it cannot account for changes in perceptions, behaviours, or system adoption over time. Future research may employ a longitudinal approach to observe how intention and actual use evolve as the system matures and more features are introduced.

Second, the study focused exclusively on MEF members in Malaysia. Although MEF represents a large and diverse group of employers, the findings may not be generalisable to employer associations in other countries or sectors. Comparative studies across different federations or regional organisations could provide a broader understanding of contextual influences on technology adoption.

Third, the study relied solely on self-reported measures, which may be subject to response bias. Future research could triangulate findings with system usage logs or qualitative interviews to validate behavioural intentions with actual user behaviour.

Lastly, the study modelled only four variables (ATT, SN, PBC, PEU) to predict intention. While this provided a focused and parsimonious model, future research could consider extending the framework by including factors such as trust, perceived usefulness, digital literacy, or organisational support. Exploring these additional constructs may offer deeper insights into the drivers and barriers to digital technology adoption in federated and non-profit environments.

In conclusion, this study lays the groundwork for further inquiry into behavioural dynamics of technology use in employer associations. As digital transformation becomes increasingly critical, continuous research is needed to support effective, inclusive, and sustainable adoption strategies.

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# APPENDICES

**Appendix A**

**Questionnaire**

**INVESTIGATING THE RELATIONSHIP BETWEEN ATTITUDES (ATT), SUBJECTIVE NORMS (SN), PERCEIVED BEHAVIOURAL CONTROL (PBC) ON THE PERCEIVED EASE OF USE (PEU) AND THE INTENTION TO USE TECHNOLOGY (IUT): THE CASE OF MALAYSIAN EMPLOYERS' FEDERATION (MEF)**

**Section A - Demographic Profile**

A1. Gender □ Male □ Female

A2. Age
□ 18 – 28 years old
□ 29 – 38 years old
□ 39 – 48 years old
□ 49 – 58 years old
□ Above 58 years

A3. Academic Qualification
□ SPM
□ Diploma
□ Degree
□ Master
□ PhD/DBA

A4. Duration of MEF Membership
□ < 1 year
□ 1 – 5 years
□ 6 – 10 years
□ >10 years

A5. Nature of Business Activity
□ Non-Manufacturing
□ Manufacturing

A6. Industry
□ Education □ Finance & Banking □ Food & Beverage
□ Healthcare □ Information Technology, Internet & Software
□ Infrastructure & Communication □ Logistic
□ Plantation □ Services
□ Others, please specify _____

**Section B - Attitude (ATT)**

Please choose your answer (1 = strongly disagree, 5 = strongly agree). Choose ONE (1) only.

| Item | 1 - Strongly Disagree | 2 - Disagree | 3 - Slightly Agree | 4 - Agree | 5 - Strongly Agree |
|---|---|---|---|---|---|
| ATT1. I like the idea of using a management technology system to access the MEF information. | 1 | 2 | 3 | 4 | 5 |
| ATT2. Using a management technology system for the employer's federation and related purposes is desirable. | 1 | 2 | 3 | 4 | 5 |
| ATT3. It is worthwhile to use a management technology system in MEF. | 1 | 2 | 3 | 4 | 5 |
| ATT4. Overall, the management technology system is effective. | 1 | 2 | 3 | 4 | 5 |

**Section C - Subjective Norms (SN)**

Please choose your answer (1 = strongly disagree, 5 = strongly agree). Choose ONE (1) only.

| Item | 1 - Strongly Disagree | 2 - Disagree | 3 - Slightly Agree | 4 - Agree | 5 - Strongly Agree |
|---|---|---|---|---|---|
| SN1. People close to me agree with my opinion about using the management technology system. | 1 | 2 | 3 | 4 | 5 |
| SN2. I would also use a management technology system because my work colleagues consider it easy to use. | 1 | 2 | 3 | 4 | 5 |
| SN3. My colleague wants me to adopt a management technology system in MEF. | 1 | 2 | 3 | 4 | 5 |
| SN4. Most people who influence my behaviour think adopting a management technology system in MEF is wise. | 1 | 2 | 3 | 4 | 5 |

**Section D - Perceived Behavioural Control (PBC)**

Please choose your answer (1 = strongly disagree, 5 = strongly agree). Choose ONE (1) only.

| Item | 1 - Strongly Disagree | 2 - Disagree | 3 - Slightly Agree | 4 - Agree | 5 - Strongly Agree |
|---|---|---|---|---|---|
| PBC1. I will take part in the management technology system. | 1 | 2 | 3 | 4 | 5 |
| PBC2. If I want, adopting a management technology system is easy. | 1 | 2 | 3 | 4 | 5 |
| PBC3. I feel that incorporating a management technology system into the MEF will be simple to arrange. | 1 | 2 | 3 | 4 | 5 |
| PBC4. I have the knowledge to use the management technology system. | 1 | 2 | 3 | 4 | 5 |
| PBC5. I have the ability to use the management technology system. | 1 | 2 | 3 | 4 | 5 |

**Section E - Perceived Ease of Use (PEU)**

Please choose your answer (1 = strongly disagree, 5 = strongly agree). Choose ONE (1) only.

| Item | 1 - Strongly Disagree | 2 - Disagree | 3 - Slightly Agree | 4 - Agree | 5 - Strongly Agree |
|---|---|---|---|---|---|
| PEU1. I find getting the information I need from the MEF's management technology system is easy. | 1 | 2 | 3 | 4 | 5 |
| PEU2. Becoming proficient in managing MEF's management technology system for accessing information is easy. | 1 | 2 | 3 | 4 | 5 |
| PEU3. Using the MEF management technology system requires less mental effort than using other similar methods. | 1 | 2 | 3 | 4 | 5 |
| PEU4. It only took me a short time to learn how to use MEF's management technology system for accessing information. | 1 | 2 | 3 | 4 | 5 |

**Section F - Intention to Use Technology (IUT)**

Please choose your answer (1 = strongly disagree, 5 = strongly agree). Choose ONE (1) only.

| Item | 1 - Strongly Disagree | 2 - Disagree | 3 - Slightly Agree | 4 - Agree | 5 - Strongly Agree |
|---|---|---|---|---|---|
| IUT1. I intend to use MEF's management technology system. | 1 | 2 | 3 | 4 | 5 |
| IUT2. I intend to recommend MEF continue using the management technology system. | 1 | 2 | 3 | 4 | 5 |
| IUT3. I intend to use the functions and content of MEF's management technology system to assist in my job performance. | 1 | 2 | 3 | 4 | 5 |
| IUT4. I intend to adopt a management technology system to enhance my achievement. | 1 | 2 | 3 | 4 | 5 |

THANK YOU FOR YOUR TIME & COOPERATION

## BUSINESS HIGHLIGHT: PROBLEMS AND SOLUTIONS

The Malaysian Employers Federation (MEF) has undertaken a digital transformation initiative by implementing the Management Technology System (MTS), a platform designed to streamline service delivery, facilitate access to industrial relations resources, and enhance engagement with its members. However, despite this strategic investment, the actual adoption and utilisation of the MTS among MEF members have remained significantly low. This reflects that although the MTS infrastructure is available, user engagement remains low, highlighting the need to better understand behavioural factors that influence adoption.

In the study, the three constructs, attitudes (ATT), subjective norms (SN), and perceived behavioural control (PBC) have emerged as determinants that influence how members perceive the ease of use (PEU) of the MTS, and ultimately, their intention to use technology (IUT). Negative or indifferent attitudes, lack of normative support from peers or supervisors, and low confidence in managing digital systems collectively hinder the successful diffusion of the MTS across MEF's membership base.

Compounding these internal challenges are external pressures stemming from the global shift toward Industry 4.0 and the intensified push for digital transformation following the COVID-19 pandemic. As regional and international employer organisations accelerate their digital capabilities, MEF risks falling behind, potentially diminishing its influence and strategic positioning in a rapidly evolving digital economy. These competitive dynamics underscore the urgency for MEF to modernise and scale its digital services effectively.

The research points to significant gaps in change management and leadership within the organisation. Resistance to technological change among internal stakeholders, unclear communication about the benefits of the MTS, and insufficient training support have collectively impeded the momentum required for a successful digital transition. Without addressing these internal leadership and cultural challenges, MEF's digital transformation efforts are unlikely to achieve full institutional buy-in or long-term sustainability.

In response to the challenges identified, the study proposes a series of strategic solutions aimed at bridging the behavioural and structural gaps hindering MEF's digital transformation.

Firstly, MEF is encouraged to tailor its digital strategy based on the TAM and TPB constructs, addressing key behavioural determinants such as attitude, subjective norms, and perceived control. These models emphasise the importance of addressing members' attitudes, perceived social norms, and self-efficacy, all of which shape their readiness to adopt and use digital systems. By targeting these constructs through tailored interventions, MEF can significantly improve members' perceptions of ease of use and their intention to engage with the MTS.

Secondly, the adoption rate may improve by enhancing user perceptions of ease of use, which includes simplification and better alignment with members' workflows. This involves integrating user feedback into system development, simplifying user interfaces, enhancing mobile accessibility, and ensuring that the platform is aligned with members' operational needs and expectations. In parallel, MEF should implement a comprehensive communication strategy that clearly articulates the benefits of using the MTS, reinforces its role in organisational

performance, and shares success stories to cultivate a positive narrative around digital adoption.

Thirdly, training and capacity-building programmes must be expanded to build digital competencies among MEF members. Through MEF Academy, the federation can offer structured learning modules, hands-on digital workshops, and peer-led mentorship initiatives aimed at boosting digital literacy and confidence. These efforts are critical in enhancing perceived behavioural control, which directly influences members' willingness and ability to use technology consistently.

Fourth, MEF should align its digital transformation agenda with broader national and industry-level initiatives such as the Malaysia Digital Economy Blueprint (MyDIGITAL) and the National Policy on Industry 4.0. By doing so, MEF can leverage institutional support, funding, and technical resources while reinforcing its role as a policy-aligned employer representative body. Collaborations with stakeholders such as MITI, MDEC, and HRDC can further expand MEF's digital ecosystem and policy influence.

Finally, MEF should reposition digitalisation as a core component of its membership value proposition. To strengthen engagement, MEF may consider promoting the MTS as a central platform for delivering services such as consultations, policy updates, and HR resources, enhancing members' perceived value of the system. This repositioning will not only increase perceived value but also support member acquisition and retention, especially among digitally mature organisations seeking responsive and data-driven federation services. Overall, the problems and solutions in this case study illustrated as below.

