

Communication Technology Acceptance and Job Performance in Government Agency

Mohd Nur Najmi Nuji¹, Zulkifli Abd. Latiff², Anuar Ali³, Abdul Rauf Ridzuan⁴, Muhammad Fadhli Abdul Rahman⁵
Universiti Teknologi MARA, Malaysia

To Link this Article: <http://dx.doi.org/10.6007/IJARBS/v8-i7/4555>

DOI:10.6007/IJARBS/v8-i7/4555

Published Date: 21 July 2018

Abstract

Communication technology usage and systematic management is important to give a good image and sustain the reputation of the organization in the globalization. As a leading organization for drugs abuse, National Anti-Drugs Agency (NADA) Malaysia play an important roles in the transition of public sector takes an opportunity to use online system as a platform to communicate all around Malaysia regarding to public policy and database information. Job's performance is the result of work obtained through the efforts shown by the employees for completing certain tasks in order to achieve the goals set by the government. This study aims to measure the effect of communication technology acceptance with the job performance among employees in National Anti-Drugs Agency (NADA). Thus, this study integrates two main aspects in technology acceptance model (TAM) by Davis (1989) which is perceived usefulness and perceived ease of use with interactivity features. This study was used quantitative approach with paper-based questionnaire among employees in National Anti-Drugs Agency (NADA). Data were analyzed using the Statistical Package for the Social Science (SPSS) version 22 to examine the correlation & hypothesis. The results reveals communication technology acceptances have a significant positive relationship with job performance. Therefore, the analyses presented in this research can be used by government agencies and communication technology acceptance to enhance employee's performance in daily tasks. The study makes a contribution to the literature on relationship of technology acceptance model and job performance especially in government agency.

Keywords: Communication Technology, Job Performance, Perceived Usefulness, Perceived Ease of Use, Interactivity.

Introduction

In this Industrial Revolution 4.0, communication technology is important to the organization in order to manage the organization in a proper way and synchronised with the development of Information Communication Technology (ICT). The term industry 4.0 refers to a further developmental stage in the organisation and management of the entire value chain process involved in government or private sector. Communication through digital and keep

connecting to one and another is the most crucial things in organization. This is to ensure all the task and order are synchronised with the services and customer needs.

The rapid growth of Internet users will push of government organization to adopt systems solutions. Although system has a potential to be the learning methodology for working environment in the future, the provider must understand what are the factors will influence the users' intention to adopt with the new technology. In term of new technology adoption and acceptance in education discipline, the program provider might face difficulties to predict why the potential user will accept or reject it. Thus, to ensure all the communication and interaction within the organization are effective, National Anti-Drugs Agency has decided to implement the communication system also known as MyAADK system. However, the employees in National Anti-Drugs Agency (NADA) are facing the problems to manage and operating MyAADK system in their working environment. This matter has created chaos in the organization especially at the grounded staff which is the implementer of the system. Thus, the government is starting using the communication technology for data storage and communicate with the stakeholders.

As a leading organization for drugs abuse, National Anti-Drugs Agency (NADA) takes an opportunity to use a system knowing as MyAADK to communicate all around Malaysia regarding to drugs abuse database and information. However, there are arguments on the usage of communication technology and job performance by employees in NADA. With the liberalization and globalization, Internet has been used as a medium of transaction in almost all aspects of human living. The research described in this paper extends those findings and identifies relationship of communication technology acceptance with job's performance among employees in National Anti-Drugs Agency (NADA) Kuala Lumpur. In view of the fact that there is a dearth of empirical studies on determinants of employee's acceptance in relation to produce e-Government services in Malaysia, and in order to understand where Malaysia is in terms of public organizational support for e-Government, it was decided that a preliminary exploratory investigation of this issue in more detail was worthwhile. Hence, this research represents an initial attempt to address employee's acceptance of e-Government services and communication technology in Malaysia. This research provides useful insights into the motivations underlying the intentions to use technology services in developing countries such as Malaysia.

Literature Review

Perceived usefulness in the Technology Acceptance Model (TAM) originally referred to job related productivity, performance, and effectiveness (Davis 1989). This is an important belief identified as providing diagnostic insight into how user attitudes toward using (and intention to use) are influenced; perceived usefulness has a direct effect on intentions to use over and above its influence via attitude (Davis, 1989; Taylor & Todd, 1995). Incorporating concepts used in Expectancy Theory, Triandis (1980) proposed that an important factor influencing behaviour is the expected consequences of the behaviour. Thus, the gap of this study is to identify the relationship and causal factors make the employees still not productive even though they are using communication technology to storage all the data and communicate to each other's. Fu, Farn, and Chao (2006) and Norazah, Ramayah, and Norbayah (2008) found that behavioural intention was largely driven by perceived usefulness. Perceived ease of use is another major determinant of attitude toward use in the TAM model. This internal belief

ties to an individual's assessment of the mental effort involved in using a system (Davis, 1989). Perceived usefulness and perceived ease of use are distinct but related constructs. Improvements in perceived ease of use may contribute to improved performance. Since improved performance defines perceived usefulness that is equivalent to near-term usefulness, perceived ease of use would have a direct, positive effect on perceived near-term usefulness.

This research requires the researcher to develop research objectives that worked as guidance for overall research processes in order to study on the specific issue and problem. Moreover, it also works as guidance, so that this research has to follow the whole point and concept. There are three research objectives in order to identify the purpose of the study. The objectives are to evaluate the relationship between communication technology acceptances with the job's performance among employees in National Anti-Drugs Agency (NADA) Kuala Lumpur. Secondly, to examine the causal factor on communication technology acceptance between gender with the job performance among employees in National Anti-Drugs Agency (NADA) Kuala Lumpur and last but not least is to analyse the network between length of service with the job performance among employees in National Anti-Drugs Agency (NADA) Kuala Lumpur.

The Technology Acceptance Model (TAM) assumes that individuals are more likely to use computers if they see positive benefits from their use. Davis et al. (1989) found that perceived usefulness strongly affects the tendency for people to learn and use technology. With this in mind, we propose that students who see a benefit in using technology for success in college would be more likely to develop more skills and to use the technology more frequently.

Moreover, Venkatesh & Davis (1996) studied the antecedents of perceived ease-of-use and discovered that computer self-efficacy influenced ease-of use positively. Objective usability of the system influenced the ease-of-use after users had hands-on experience with the system. In addition, Igbaria et al. (1997) examined the factors affecting personal computer acceptance in small firms in New Zealand. They found that, among the factors that directly influence personal computer acceptance were perceived ease of use and perceived usefulness. The findings indicate that perceived ease of use is a dominant factor in explaining perceived usefulness and system usage and it was also found that perceived usefulness is a strong antecedent of system usage. In the study of web acceptance, Sanchez, Franco and Roldan (2005) found the relationship between PEOU and PU was significant and positively related. This means a difficult system is less useful.

Simply put, interactivity matters because it can play a central role in influencing the success of a particular communication exchange. A longstanding problem in defining the interactivity construct is that it is frequently forced to fit a variety of condition states and conflicting models, the result being incomplete or situational definitions that fail to address the wide range of conditions under which interactivity is perceived. Thus, strictly speaking, previous models are not wrong so much as they simply fall short. Some early models (Rafaeli, 1988; Heeter, 1989; Neumann, 1991; Steuer, 1995; others) place too great an emphasis on its roots in technology and the various features and functions at play. Other more user-centered models (Laurel, 1986; Ha & James, 1998; Massey & Levy, 1999) describe a piece of a communication process rather than the outcome itself. This ambiguity inevitably leads to inexact or unsatisfying operationalizations of the interactivity construct (Bucy, 2004).

Performance is the result of work obtained through the efforts shown by the employees for completing certain tasks. It is also a success one attains its role as a result of a person's behavior and ability to achieve goals set by the organization. The organization encourages

staff to try and show an impressive performance to ensure the organization remains competitive and can provide quality services to the public.

While the results of this study will serve as a contribution to the academic idea that could provide guidance to the organization so that it can act with more efficiency and excellence in managing and administering its staff in the future. This guide is also designed to ensure this organization have got a comprehensive picture of the phenomenon that is happening behind the implementation of the programs carried out. In fact, the researchers hope this study can be accepted as a contribution of ideas that can be used as a guide and reference for establishing a public organization established and competitive. Therefore, this study was carried out to obtain desirable results of the study will contribute to the development of the organization on an ongoing basis, especially in the practice of communication technology of the parties concerned with the organization.

Research Methodology

This descriptive study is involving public sector employees in the Executive Group level in the NADA. Total employments for this group are a total of 284 staff. The questionnaire used in this study to examine the relationship with the achievement of communication technology acceptance in the public sector. Likert scale used to measure attitudes by asking respondents to respond to any questions, see the extent to which they agree and take advantage of the cognitive and affective components of attitude. Likert scale is suitable for measuring the views expressed by respondents in a particular area on an on going basis about a practice perceptions and attitudes (Cohen et al. 2000). Category positive attribute options are based on a five point Likert scale appropriate to the size of the hose where 1 = strongly disagree, 2 = disagree, 3 = quit agree, 4 = agree, and 5 = strongly agree.

Researchers choose the type of simple random sampling design because it coincides with this study to examine the relationship of public relations excellence with performance in the public sector. Random sampling is the process of taking or using samples when every individual in the population has an equal chance to be selected (Mohd Majid Konting, 2009). This sampling method provides many advantages where it provides an opportunity for researchers to choose samples and to save time and enable researchers to achieve the real purpose of the study.

Result

Questionnaires were distributed to employees of the National Anti-Drugs Agency (NADA) Kuala Lumpur with a total of 104 respondents in the case, the majority of respondents were men of 60.6 percent compared with 39.4 percent women. While most of the respondents were aged between 30 and 39 years of 72.1 percent in the case, it represents the majority of age of all employees. In addition, the length of service of the respondents were also seen to be studies to generalize communication technology acceptance based on length of service with the performance of employees in force at NADA. Therefore, the length of service of staff was highest among those who serve the executive is between 5 to 10 years who had 82.7 percent. Thus, it can be explained that the majority of staff NADA monopolized by men and staff from 30 to 39 years of age and who served between 5 to 10 years.

In this context, the age of the respondents showed that most respondents in this study were aged 20 to 29 years of 80 and 45.5% followed by 43.2 per cent in the age range of 30 to 39 years, which is a total of 76 people. There are 6.3 per cent represents respondents aged 40 to 49 years, that is a total of 11 people. Of respondents aged 50 years and over had the lowest

percentage at 5.0 percent with only 9 people. In addition, for the tenure of respondent served between 5 to 10 years had the highest percentage of 54.5 percent with a total of 96, followed by 33.6 percent of respondents who work less than 5 years, ie a total of 59 people. While respondents who worked 15 years and above the total percentage of 6.8 per cent, a total of 12 people and for respondents who work 11 to 15 years and above only recorded a percentage of 5.1 per cent with only 9 people.

Table 1

Respondent's Profile

Variables	Category	Total	Percentage (%)
Gender	Male	63	60.6
	Female	41	39.4
Age	20-29 years old	28	26.9
	30-39 years old	75	72.1
	40-49 years old	1	1.0
	50 years old and above	-	-
Length of services	Less than 5 years	13	12.5
	5-10 years	86	82.7
	11-15 years	5	4.8
	16 years and above	-	-
Total (N=104)			

Aspects Communication Technology Acceptance

This study measures the ratio acceptance communication technology which includes perceived usefulness, perceived ease of use and interactivity among employees of the National Anti-Drugs Agency (NADA) Kuala Lumpur. Based on statistical analysis is done, the results are shown in Table 4.3. Therefore, the analysis found that the statement 'I would find it easy to get MyAADK to do what I want it to do' is the highest mean acceptance of technology in communication with the mean and standard deviation 0.511 4.17 followed by the statement 'Using MyAADK would improve my job performance ' which had the second highest mean value of 4.11 with a standard deviation of 0.339 Meanwhile, also the third highest mean value of 4.08 with a standard deviation of 0.618, which is a statement of 'My interaction with MyAADK would be clear and understandable' and the fourth highest mean is 'using MyAADK would make it easier to do my job' of 4.04 with standard deviation of 0.276. There is also the fifth-highest mean value record of 4.04 with the standard deviation of the assertions about 0.276 'MyAADK I would find useful in my job'.

Table 2

Guildford's Rule of Thumb

Size of Correlation	Interpretation
<0.20	Little if any correlation
0.20-0.40	Low correlation
0.41-0.70	Moderate Correlation
0.71-0.90	High Correlation
>0.90	Very High Correlation

Table 3

Pearson's r Correlation relationship communication Technology Acceptance with Job Performance

	Job Performance	Sig. (2-tailed)
Communication Technology Acceptance	0.272**	.000

**** $p < 0.01$**

Hypotheses Testing

- Hypotheses 1**

Ho : There is no significant positive relationship between communication technology acceptances with the job's performance among employees in NADA.

H1 : There is a significant positive relationship between communication technology acceptances with the job's performance among employees in NADA.

Table 3 shows the relationship between communication technology's acceptances with job performance among staff in NADA, Kuala Lumpur. the results obtained from the analysis of the correlation test and the result showed that the correlation coefficient r between communication technology acceptance with job performance of 0.272 is positive with significance level of $p(0.000) < 0.01$. Therefore, Ho refused and H1 accepted successfully. The study explains that there is a significant positive relationship between the weak communication technology acceptance with the job performance of the NADA staff, Kuala Lumpur and both variables have the same direction and positive.

The overall study shows the correlation communication technology with the performance of acceptance among employees of the National Anti-Drugs Agency (NADA) Kuala Lumpur. The results of this study were collected from questionnaires distributed to 104 respondents consisting of employees of the National Anti-Drugs Agency (NADA) Kuala Lumpur. Generally speaking, Communication technology acceptance consists of the perceived usefulness, perceived ease of use and interactivity that are independent variables in this study. While job performance involves three aspects of evaluation, planning, and reward as the dependent variable.

The findings derived from the data that has been analysed shows that the overall relationship acceptance communication technology with the job performance of a significant weak positive relationship between communication technology acceptance with the performance of the NADA staff, Kuala Lumpur. Therefore, the hypothesis successfully received and there is significant relationship between the independent variables and the dependent variable. Next, the second hypothesis suggests there is a connection through crosstabs test run of the relationship of gender aspects of job performance shows that male employees agree that job performance is important in an organization. Meanwhile, the third hypothesis also shows that there is a relationship of length of service with job performance. Therefore, communication technology is important but the staff still lacks of skills and exposure the use of communication technology in performing daily tasks. Employees need to practice communication technology appropriate to the current situation of the organization so that performance can be improved in the public sector organizations. By holistic, simplified formula above in tabular form below:

Table 4

Overall mean findings

Variables	Mean	
	Highest mean	Lowest mean
<ul style="list-style-type: none"> Communication Technology Acceptance (Independent Variables) 	4.17 4.11 4.08 4.04 4.04	3.94 3.95 3.96 3.98 3.99
<ul style="list-style-type: none"> Job Performance (Dependent Variables) 	4.20 4.16 4.16 4.12 4.11	4.07 4.06 4.04 4.02 2.80

Research on communication technology acceptance in the context of job performance is a contribution of the new study, particularly in the areas of organizational communication, especially to the public sector. Basically, communication technology acceptance is less a concern for researchers in the field of public administration as communication technology acceptance is closely related to organizational communication that led to the image, reputation, success and productivity of the organization. However, in this study researchers focused on the public sector organizations that provide services for the delivery of information and services to stakeholders such as ministries because these organizations appear to have functioned well and difficult to adapt to the changing environment and compete mainly in the advancement of communications technology such as new media , No doubt each year, employees in the public sector have a target key performance indicators (KPIs) that lead to increased job performance, but when the study was conducted to find the average staff still less acceptance adopting high technology communication to support the improvement of job performance. In this study clearly shows that communication technology

acceptance are very closely related and directly related to job performance. The practice of public relations excellence that less will affect the overall performance. Therefore, the management of the NADA should take the initiative, lessons and guidance in order to make improvements to all employees so that communication can be executed technology acceptance and subsequently boost the image, reputation and aura of ministries within and outside the country.

Acknowledgement

Thank you and my gratitude to all corresponding authors and Universiti Teknologi MARA (UiTM) for all the contributions during the process of conducting this research.

Corresponding Author

Mohd Nur Najmi Nuji najminuji@gmail.com, Universiti Teknologi MARA, Malaysia

References

- Abbott, J. (2005). Understanding and managing the unknown: The nature of uncertainty in planning. *Journal of Planning Education and Research*, 24, 237-251.
- Agarwal, R., & P, J. (1999). Are individual differences germane to the acceptance of new information technologies? *Decision Sciences*, 30(2), 361-391.
- Ajzen, I. (1991). The theory of planned behavior. *Organizational Behavior and Human Decision Process*, 50, 179-211.
- Ajzen, I., & F, M. (1980). *Understanding attitudes and predicting social behavior*. Englewood Cliffs, NJ: Prentice-Hall .
- AlAwadhi, S., & M, A. (2008). The use of the UTAUT model in the adoption of e- government services in Kuwait. *41st Hawaii International Conference on System Sciences*, Hawaii.
- AlAwadhi, S., & M, A. (2009). Factors influencing the adoption of e-government services. *Journal of Software*, 4(6), 584-590.
- Anderson, J. C., & G, D. W. (1988). Structural equation modeling in practice: A review and recommended two-step approach. *Psychological Bulletin*, 103(3), 411-423.
- Asmuss, B. (2008). Performance appraisal interviews: Preference organization in assessment sequences. *Journal of Business Communication*. 45(4).408-429.
- Asmuss, B., & O, S. (2012). Negotiation on of entitlement in proposal sequences. *Discourse Studies* 14(1): 67-86.
- Attewell, P., & R, J. (1984). Computing and organizations: What we know and we don't know. *Communications of the ACM*, 27(12), 1184-1192.
- Azizi, Y. Shahrin, H. Jamaludin, R. Yusof, B. & Abdul, R. H. (2007). *Menguasai penyelidikan dalam pendidikan*. Kuala Lumpur: PTS Profesional Publishing.
- Babbie, E. R. (2007). *The Practice of social research*. Edisi-11. New York: Wadsworth.
- Bagozzi, R. P., & Yi, Y. (1988). On the evaluation of structural equation models. *Academic of Marketing Science*, 16, 74-94.
- Bandura, A. (1986). *Social foundations of thought and action: A social cognitive theory*. New York: Macmillan Publishing Company.
- Battacherjee, A. (2012). *Social science research: Principles, methods, and practices*. (2nd ed.) Florida: Creative Commons Attribution-Non Commercial-Share Alike 3.0 Unported License.

- Bhattacharjee, A. (2000). Acceptance of e-commerce services: The case of electronic brokerages. *IEEE Transactions on Systems, Man, and Cybernetics: Part A. Systems and Humans*, 30(4), 411–420.
- Bollen, K. A., & Curran, P. J. (2006). *Latent curve models: A structural equation perspective*. Wiley Series in Probability and Mathematical Statistics. New York: Wiley.
- Brown, M. M., & Brudney, J. L. (2001). Achieving advanced electronic government services: An examination of obstacles and implications from an international perspective. Paper presented at the *National Public Management Research Conference, Bloomington*.
- Bryman, A. (2008). *The SAGE handbook of social research method*. London: Sage Publication.
- Burnett, G. (2000). Information exchange in virtual communities: A typology. *Information Research*, 5(4).
- Carraher, R., Gibson, A., & Buckley, R. (2006). Compensation in the Baltic and the USA, *Baltic Journal of Management*. 11 (3). 7-23.
- Carter, L., & Belanger, F. (2003). Diffusion of innovation & citizen adoption of e-government. *The Fifth International Conference on Electronic Commerce (ICECR-5)*, Pittsburg, PA, 57-63.
- Carter, L., & Belanger, F. (2005). The utilization of e-government services: Citizen trust, innovation and acceptance factors. *Information Systems Journal*, 15, 5-25.
- Chau, P. Y. K. (1996). An empirical assessment of a modified technology acceptance model. *Journal of Management Information Systems*, 13(2), 185-204.
- Che Ani, A. I., Mustafa, N.K., Tahir, M.M., Tawil, N.M. & Ramly, A. (2011). Kajian rintis terhadap konsep kualiti perkhidmatan dalam membentuk model teori keberkesanan pengurusan fasiliti perumahan bertingkat di Malaysia. *International Surveying Research Journal* 1(1): 57-65.
- Chermack, T. J., & Swanson, R. A. (2008). Scenario planning: Human resource development's strategic learning tool. *Advances in Developing Human Resources*. 10. 129-146.
- Cohen, L., Manion, L & Morrison, K. (2000). *Research methods in education*. London: Routledge.
- Colvin, C.A. & Goh, A. (2005), "Validation of the technology acceptance model for police", *Journal of Criminal Justice*, Vol. 33, pp. 89-95.
- Compeau, D. R., & Higgins, C. A. (1995). Computer self-efficacy: Development of a measure and initial test. *MIS Quarterly*, 19(2), 189-211.
- Creswell, J. W. (2009). *Research design: qualitative, quantitative, and mixed methods approaches*. (3rd ed.) United States of America: Sage Publications.
- Cummings, T., & Worley, C. (2009). *Organization development and change*. (8th ed.). Oklahoma: Southwestern Publication.
- Czaja, S. J., Charness, N., Fisk, A. D., (2006). Factors predicting the use of technology: Findings from the center for research and education on aging and technology enhancement. *Psychol and Aging*, 21, 333–352.
- Davis, F. D. (1989). Perceived usefulness, perceived ease of use and user acceptance of information technology. *MIS Quarterly*, 13(3), 319-340.
- Davis, F. D. (1993). User acceptance of information technology: System characteristics, user perceptions and behavioral impacts. *International Journal of Man-Machine Studies*, 38, 475-87.
- Davis, F. D., & Arbor, A. (1989). Perceived usefulness, perceived ease of use, and user acceptance of information technology. *MIS Quarterly*, September.

- Deutsch, M., & Gerard, H. (1995). A study of normative and informational social influences upon individual judgement. *Journal of Abnormal and Social Psychology, 51*, 624-36.
- Dimitrova, D. V., & Chen, Y. C. (2006). Profiling the adopters of e-government information and services: The influence of psychological characteristics, civic mindedness, and information channels. *Social Science Computer Review, 24*(2), 172-188.
- Dura, C., Driga, I. & Nita, D. (2010). Statistical landmarks and practical issues regarding the use of simple random sampling in market researches. *Annals of the University of Petrosani Economics 10*(2): 111-124.
- Erevelles, S. (1998). The role of effect of marketing. *Journal of Business Research, 42*(3), 199-215.
- Fagan, M. H., Wooldridge, B. R., & Neill, S. (2008). Exploring the intention to use computers: An empirical investigation of the role of intrinsic motivation, extrinsic motivation, and perceived ease of use. *Journal of Computer Information Systems, 48*, 31-37.
- Fishbein, M., & Ajzen, I. (1975). *Belief, attitude, intention and behaviour: An introduction to theory and research*. MA: Addison-Wesley.
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable and measurement error. *Journal of Marketing Research, 18*, 39-50.
- Fu, J. R., Farn, C. K., & Chao, W. P. (2006). Acceptance of electronic tax filing: A study of taxpayer intentions. *Journal of Information & Management, 43*, 109-126.
- Guildford, J. P. (1973). *Fundamental statistics in psychology and education*. (5th ed.) New York: McGraw-Hill.
- Gleason, J. (2007). More than the medium: the unique role of content in user perception of interactivity. *International Journal of the Book, 5*(1), 77-84.
- Gray, M., Kurihara, T., Hommen, L., & Feldman, J. (2007). Networks of exclusion: job segmentation and social networks in the knowledge economy. *Equal Opportunities International 26*(2): 144-161.
- Houston, D. (2006). "Walking the walk" of public service motivation: Public employees and charitable gifts of time, blood, and money. *Journal of Public Administration Research and Theory. 16*(1), 67-86
- Johnson, R., Houmanfar, R. & Smith, G. (2010). The effect of implicit and explicit rules on customer greeting and productivity in a retail organization. *Journal of Organizational Behavior Management. 17* (2). 38- 48.
- Keyton, J. (2006). *Communication research: Asking questions, finding answers*. 2nd ed. Boston: Mc Graw Hill Higher Education.
- Kim, S. (2005). Individual-level factors and organizational performance in government organizations. *Journal of Public Administration Research and Theory 15*(2): 245–61.
- Lewis, L.,K., Schmisser, A., Stephens,K., & Weir, K. (2006). Advice on communicating during organizational change: The content of popular press books. *Journal of Business Communication 43*(2). 113–137.
- Marakas, G., Yi, M., & Johnson, R. (1998). The multilevel and multifaceted character of computer of computer self-efficacy: Toward clarification of the construct and an integrative framework for research. *Information System, 9*(2), 126-163.
- McLean, G., & Egan, T. (2008). Applying organisation development tools in scenario planning. *Advances in Developing Human Resources. 10* (2). 240-257.
- Mohd Majid Konting. (2009). *Kaedah penyelidikan pendidikan*. 8th ed. Kuala Lumpur: Dewan Bahasa dan Pustaka.

- Norazah, M. S., Ramayah, T., & Norbayah, M. S. (2008). Internet shopping acceptance: Examining the influence of intrinsic versus extrinsic motivations. *Direct Marketing: An International Journal*, 2(2), 97-110.
- Oh, S., & Lewis, G. (2009). Can performance appraisal systems inspire intrinsically motivated employees?. *Public Personnel Administration*. 29(2). 158-167.
- Ramayah, T., Chin, Y. L., Norazah, M. S., & Amlus, I. (2005). Determinants of intention to use an online bill payment system among MBA students. *E-Business*, 9, 80-91.
- Robson, C. (2011). *Real world research*. (3rd ed.). New York: John Wiley & Sons.
- Scheuer, J. (2014). Managing employees' talk about problems in work in performance appraisal interviews. *Discourse Studies*. 16 (3).407-429.
- Shao, G. (2009). Understanding the appeal of user-generated media: A uses and gratification perspective. *Internet Research* 19 (1): 7-25.
- Stevanovic, M., & Peräkylä, A. (2012). Deontic authority in interaction: The right to announce, propose, and decide. *Research on Language and Social Interaction* 45(3). 297–321.
- Sufyan, M., Muhammad, R., & Muhammad, T. A. (2013). Managing performance through reward system. *Journal of Education & Research for Sustainable Development*. 11 (3). 117 – 131.
- Tosti, D., & Herbst, S. (2009). Organizational performance and customer value. *Journal of Organizational Behavior Management*. 7 (2). 294- 314.
- Treadwell, D. (2011). *Introducing communication research: Paths of inquiry*. United States of America: Sage Publications.
- Van Dijk, J. (1999). *The network society: Social aspects of new media*. London: Sage
- Wang, Y. S. (2002). The adoption of electronic tax filing systems: An empirical study. *Government Information Quarterly*, 20, 333-352.
- Worley, J.M., & Doolen, T.L. (2006). The role of communication and management support in a lean manufacturing implementation. *Management Decision* 44(2): 228-45.
- Warshaw, P. R. (1980). A new model for predicting behavioral intentions: An alternative to Fishbein. *Journal of Marketing Research*, 18, 153-72.
- Yüksel, F., Bramwell, B. & Yüksel, A.(2005). 'Centralized and Decentralized Tourism Governance in Turkey'. *Annals of Tourism Research*. (32) 4.859–86.
- Tuomela, A. & Salonen, A. (2005). Network service organisation: A multiple pilot study. *Facilities*, 23(3/4): 128-141.