User Adoption of Government-to-Employee Portal of Hong Kong Government

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INTRODUCTION

E-government is a mission-critical, visionary issue faced by the public sector as it pushed the delivery of public services to a new quality standard through a new set of delivery means. However, many stakeholders found it hard to fully embrace this new mode of service delivery. Through the provision of electronic services (e-services), stakeholders of government services expect that e-services can improve the efficiency of government agencies (Gore, 1993; Information Technology and Broadcasting Bureau (ITBB), 1998). Indeed, information systems (IS) researchers have investigated the impact of information technology (IT) in pubic sector since the late 1970s, when personal computers were launched (Kraemer, 1977; Danziger et al., 1978). Since the 1990s, the focus of E-government is focused on studying the impact of the Internet on the public sector as both the Internet and personal computers are becoming readily accessible to members of the public. In particular, the research direction has been focused on studying the interaction between government agencies and members of the public, i.e., citizens and business firms (or Government-to-Citizen, G2C, and Government-to-Business, G2B) (Baum, et al., 2007; Devadoss, et al., 2002; Golden, et al., 2003). One area of research is focused on studying how developing countries are embracing into the E-government paradigm for delivering their government services online (Gupta et al., 2008; Nawafleh et al., 2012), the others is studying issues which affect the perceived E-government service quality by citizens (Zaidi et al., 2014). In more recent years, more research has been done to study how G2C E-commerce can be implemented in social media (Ho et al., 2014; Khan et al., 2014).

While most of the studies in E-government focus on G2B and G2C E-commerce, there are not too many studies are focused on the impact of Internet technology on the interaction among users within government departments (or Government-to-Employee, G2E, and Government-to-Government, G2G) (Baležentis & Paražinskaitė, 2012). Hence, the aim of this study is to analyze this impact of Internet technology on the interaction between the Government and its internal users.

The focus of this chapter is to examine the user adoption of the Intranet portal of the Hong Kong Government. We choose Hong Kong Government as our subject of study because it has been ranked amongst the top few countries in the Asia-Pacific Region (Waseda University, 2014) and the seventh in the worldwide "Overall Maturity in e-Government" (Accenture, 2004). This indicates that Hong Kong is one of the pioneers in developing e-Government projects in the region. Hence, the result obtained

will be very useful reference for policymakers and various stakeholders, especially in the Asia-Pacific Region. We hope that our results can help policy makers to realign their internal IT strategies and fine-tune their e-Government policies.

BACKGROUND

To improve the internal communication within the government, the Hong Kong Government has developed an Intranet portal, i.e. the Central Cyber Government Office (CCGO), to facilitate internal communication and information flow. The CCGO used the Government Communication Network (GCN) to disseminate internal information, which had around 50,000 users when we conducted our study, i.e., around 1/3 of the civil service workforce, and has now developed into a system, which provides a wide range of e-services and disseminates information within the government (HKG, 2009). With more knowledge of the user acceptance of the CCGO, researchers, government officers, and the management of private sectors can gain insights on how to develop a more user-focused Intranet portal for their users. Our research was developed based on the Technology Acceptance Model (TAM), which is the most common model used for analyzing user adoption of IT projects (Davis, 1989; Davis et al., 1989). In particular, we would like to address the following three research questions:-

1. Does perceived usefulness (PU) affect the user adoption of Government Intranet portal?
2. Does perceived ease of use (PE) affect the user adoption of Government Intranet portal?
3. Does subjective norm (SN) affect the user adoption rate of Government Intranet portal?

Literature Review of Technology Acceptance Model (TAM)

In this study, we use the Technology Acceptance Model (TAM) (Davis, 1989; Davis et al., 1989; Venkatesh et al., 2003) to investigate the user adoption attitude of civil servants towards Government-to-Employee (G2E) Intranet portal. TAM is an information system theory derived from the Theory of Reasoned Action (TRA). The standard TAM has independent two constructs, i.e. Perceived Usefulness (PU) and Perceived Ease of Use (PE), and one dependent construct, i.e. Adoption Intention (A). PU is "the degree to which a person believes that using a particular system would enhance his/her job performance" whereas PE is "the degree to which a person believes that using a particular system would be free of effort" (Davis, 1989). In previous years, numerous studies have employed the TAM to investigate the user adoption studies on various information systems (Adams et al., 1992; Davis, 1989; Davis, et al. 1989), such as ERP (Amoako-Gyampah & Salam, 2004), Internet banking (Tan & Teo, 2000), small business (Thong, 1999), etc. Based on the results of prior research studies on TAM, we develop our first set of hypotheses, which describe the relationships amongst these contracts for civil servants in using CCGO:

H1.1: When civil servants have a higher level of PU on CCGO, they will have a higher intention to adopt CCGO.

H1.2: When civil servants have a higher level of PE on CCGO, they will have a higher intention to adopt CCGO.

H1.3: When civil servants have a higher level of PE on CCGO, they will also have a higher level of PU on CCGO.

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