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Acceptance of the MySikap System in Malaysia's Public Sector: A Literature Review and Theoretical Implications

Mohamad Kamil Mohamad Kasim[1], Azahan Awang[1,*], Mokhtar Jaafar[1]

[1] Centre for Research in Development, Social and Environment (SEEDS), Faculty of Social Sciences and Humanities, Universiti Kebangsaan Malaysia, Bangi, Selangor, Malaysia

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ABSTRACT

The digitisation of government has placed information systems acceptance as a key determinant of efficiency, transparency and productivity in the public sector. In Malaysia, MySikap also has been adopted by JPJ (also known as Road Transport Department) as their system is part of e-Government program to automate manual operation into integrated service for vehicle registration, driving license, traffic enforcement, and administration process. While benefits of the system compare favourably to preexisting conditions in terms of accessibility and efficiency. Overall system success is a function of technological capacity as well as human and organisational factors. This article attempts to analyze the adoption of MySikap within Malaysian government agencies via conducting a systematic literature review. It assembles knowledge from seven major theories in IS literature, including the Theory of Reasoned Action (TRA), Theory of Planned Behaviour (TPB), Technology Acceptance Model 2 (TAM2), Decomposed Theory of Planned Behaviour (DTPB), Innovation Diffusion Theory (IDT), DeLone and McLean IS Success Model, and the Human Resource Management and Work Performance Model. The research has identified five core constructs—productivity, social influence, facilitating conditions, performance expectancy and effort expectancy, and system usage—underpinning the effectiveness MySikap system. Most existing work tend towards the technical aspect, as in system reliability and infrastructure and empirical examination of user–system interaction or advanced multivariate analyses, such as the PLS-SEM, is lacking. The purpose of this paper is to provide such a model for addressing these problems by proposing a comprehensive integrated model that connects theories of technology acceptance to theories of organisational performance. In general, the study adds to the literature by proposing a comprehensive sample framework for the adoption of digital system, extending the theory of technology acceptance and offering useful insights for policy makers and JPJs' management to cultivate user readiness, governance and sustainable digital transformation.

* *Corresponding author.*
E-mail address: azahan@ukm.edu.my

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1. Introduction

In the age of digitalisation of the public sector, the integration of management information system has been an anchoring stone to efficiency, transparency, and effectiveness in public service delivery. The general explosion in the use of information and communication technology (ICT) has drastically altered the nature of public sector organisational work and the adoption of digital systems has become an imperative for public organisations to re-structure and reinvent themselves, while improving the productivity of civil servants [1].

In Malaysia, the e-Government agenda was initiated in 1996 with the introduction of the Multimedia Super Corridor (MSC) which spurred the development of several digital system, one of them was the MySikap system received by countless users of Road Transport Department (JPJ). To replace old, manual processes with automation, MySikap supports vehicle registration, driver licensing, enforcement of road traffic regulation, and other government tasks. Its key goals include improving operational efficiency, reducing administrative levels and increasing citizens' access to public services [2].

Nevertheless, the success of system adoption is not only based on advancement of technology. Human and organizational considerations are as equally critical to the end-to-end effectiveness of these systems as are the technology factors. User ability, management support and organisational climates which support technological change are all factors which are known to have a bearing on effective system implementation [3]. The empowerment of officers to unlock and embrace MySikap, for JPJ itself, is in line with the overarching ambitions of digital transformation mandated by the government.

It is thus crucial to understand how the technology-user relationship influences organisational results. Productivity of the JPJ officer is, on the other hand, MySikap's focus. A literature review of acceptance factors (social influence, facilitating conditions, and attitude of use technology) can provide useful information about the system implementation assessed [4,5].

Fishbein and Ajzen [6] highlighted the importance of user attitudes toward system use in determining both behavioural intentions and usage. This influence is also significant within the public sector where social norms and organisational pressures are strong [7]. For example, when officers feel MySikap is compulsory and organizationally supported, they are more likely to use the system regularly and successfully.

Meanwhile, enablers including ICT infrastructure access support, technical support, on-going training and user-friendly system design have a significant effect on the acceptance. If too little infrastructure or not enough training is provided, users' motivation to adopt new systems could decrease substantially [8].

Other research has also indicated that a positive sign of a system's use results in increased productivity [9]. For JPJ application, MySikap system is an aid for officers to save time, reduce manual errors and improve service quality. Therefore, more insight into the predictors of IS acceptance of public sector organizations is not only desirable, but also required.

Therefore, this paper focuses on synthesizing key theoretical models of system adoption including Technology Acceptance Model (TAM), Theory of Planned Behaviour (TPB), Decomposed Theory of Planned Behaviour (DTPB) and DeLone and McLean Information Systems Success Model as the underpinning theories to explain the acceptance of MySikap. In using this approach, the paper seeks to build a strong basis in understanding the theory-based and real-life implications of system's adoption in Malaysia's public sector.

Lastly, the study aims to examine whether the willingness to use the MySikap system is a driver to the public sector digital transformation. In so doing, it foregrounds theoretical implications, and

suggests some practical initiatives that the JPJ could take in order to enhance long-term efficiency, effectiveness, and sustainability of the use of MySikap.

2. E-Government and Information E-Management System Development in Malaysia

The formal implementation of e-Government can be traced back to the introduction of the MSC initiative in 1996 that paved the way for Malaysia's digital highway. The MSC introduced seven flagship e-Government applications designed to transform public sector service delivery. These include eProcurement (ePerolehan), ePay Slip (ePenyata Gaji), Human Resource Management Information System (HRMIS) and eKL. Consistent with the development of technology the systems have been implemented in several different faces such in pilot phase, expansion phase, consolidation phase and now in digital transformation [10].

The Malaysian government has also intensified its efforts with the Public Sector ICT Policy and strategic plans including the Public Sector ICT Strategic Plan 2016–2020 and the Malaysia Digital Economy Blueprint (MyDIGITAL). These strategies were aimed at facilitating digital governance, improving the ICT skills of civil servants, as well as increasing government service delivery through for example, online mechanisms. Actors in this space have said the public good, streamlining the state, and making the most of big data are three key tenets of the country's digitalisation vision [11].

Practically speaking, many public service agencies have established customized management information systems that would fit their own organization. One such system is MySikap that was designed and deployed by the JPJ as a core system to handle their day-to-day operations in areas such as vehicle registration, driver licensing, law enforcement and revenue collection. Apart from enhanced transparency and accuracy, such systems further require a high level of user acceptance and adoption to achieve the implementation goals.

However, the implementation of MIS in the public sector encounters many obstacles. Gil-Garcia [12] stressed that the success of e-Government systems relies not only on technicalities but also in solid governance structures, sufficient ICT skills and implementation strategies which take the user into account. Further, changes in work practices and opposition to digital replacements are also huge obstacles to the uptake of technology in public service surroundings [13].

Heeks [3] coined the phrase the "Design-Reality Gap" to express this difference between the design of the system and practice in the field. Systems are, in many cases, created without adequate concern for user's requirements and their willingness to accept them. Therefore, users may experience resistance to change, or may be unable to perceive how effective the system can be to fulfil their daily tasks. In the context of MySikap, this means that the evaluation should move beyond the technical performance and management of the human and organisational factors that influence the acceptance of the users.

Ndou [14] identified also that commitment from top management, on-going training and effective communication between system developers and end users are important factors for sustaining e-Government projects. These considerations become even more critical when system implementation requires significant process modifications, compelling users to acquire new skills and adapt to revised work procedures.

According to the United Nations E-Government Survey [15], Malaysia ranked 57th in the E-Government Development Index (EGDI) with a score of approximately 0.8111. While this indicates progress, there is still room for development—particularly in aspects such as system utilisation at the operational level, user acceptance, the efficiency of integrating existing systems, interoperability, as well as cybersecurity and privacy frameworks. Improvements in these areas are necessary to strengthen user confidence and trust in electronic government services.

In short, the development of e-Government in Malaysia shows the existence of cohesive policy frameworks and national-level strategies. But as with any system, whether MySikap works or not is dependent on user acceptance, organisational readiness and technological adaptability. Thus, the assessment of the effectiveness of management information systems should not be restricted to technically oriented examination but also include social, cultural and organisational dimensions to shape the reform of digital transformation to truly improve our productivity and quality of public service delivery.

3. The MySikap System Located in the Malaysian Road Transport Department (JPJ)

The MySikap was developed as an all-rounded project initiated by JPJ to combine all existing operational systems into a single integrated system. This development is part of JPJ's overall strategy to promote effectiveness, transparency, and accessibility of e-services to the public, as in the case of the national agenda towards e-Government that has just been discussed previously. Below is list of the modules introduced under MySikap such as vehicle registration, the licensing of drivers, traffic offenses, payment summons, as well as any other administrative transaction.

MySikap allows internal (JPJ officers) and external users (public) to business transactions via online and depends less on manual counter services. This new transition has greatly saved time, workload and transaction fees [16]. Automated notifications, electronic record keeping, real-time access to information and database sharing among agencies make the system more efficient than traditional means, the officials said.

In addition to the efficiency, MySikap also helps maintain the integrity of the administration as information is less prone to be manipulated and leaked. To this end, transactions are digitalized and traceable, to serve the principles of good governance asserting themselves in the public sector [17]. But the factor that will ultimately determine the success of the system is officer and citizen acceptance and sustained usage [18].

However, the humans' attitude, capability and preparedness to change directly affect the efficacy of the system. Unskilled or 'set in their own ways' officers could hinder the realisation of MySikap [19]. It was found that frequent training programmes and ongoing technical support improve officers' confidence and frequency of use of the system [20]. This study reveals that investment in human resource development is as important a determinant for successful adoption of an information system.

Ease of use is also a significant factor in acceptance of the system. Complex interfaces, unclear navigation, or repetitive technical problems will have a negative impact on users' satisfaction [21]. This is consistent with technology acceptance theories, in particular the TAM, which has demonstrated that perceived ease of use is determinant in the formation of users' attitudes and behavioural intention towards system adoption.

MySikap provides great benefit to the public by enabling them to access services online, but there still exists the digital gap. Even the most underprivileged communities or at least a section that lives in remote areas has limitations in embracing the technology fully. Therefore, the integration of digital services and physical support systems is recommended to ensure inclusion Digital Prominent Role in Accessing Services The necessity for inclusion in service delivery mandates that hybrid approaches that blend digital and not digital service delivery thinking should be considered.

MySikap is evidence of the evolution of e-Government in the public sector of Malaysia. Its sustainability is not mere based on its functionalities but heavily influenced by the extent of use — namely JPJ officers as the main system implementers. As such, an understanding of factors affecting

system acceptance is required in order to optimize system acceptance on departmental productivity level and overall quality of public service delivery.

4. Theories and Models of Technology Adoption

In evaluating the effectiveness of acceptance and utilisation of information systems within the public sector, theory-based approaches play an essential role in explaining how users interact with technology. Acceptance of system e.g., MySikap not only depends on its technical capability but also it is driven by the user's behavior, belief and perception. In response to these dimensions several theoretical models, all which have been widely used in previous literature to try and understand the antecedents of technology adoption, have been presented in response to these dimensions. This section now describes seven key theoretical models that underpin information systems research, and which are applied within public sector organisational environments, such as JPJ.

4.1 Theory of Reasoned Action and (TRA)

One of the earliest models to describe technology use behavior is the TRA [6]. TRA contends that an individual's behavioral intention is a function of his or her attitude toward the behavior as well as the perceived subjective norms. In the context of MySikap, this means that JPJ staffs with favourable attitudes towards the system and at the same time perceive social pressure from peers/senior person to use the system are perceived as more likely to uptake the system.

For instance, if a staff have confidence that MySikap will facilitate their task performance and they know that their management expects them to use it, the staff's behavioral intention to use the system will be higher. Davis, Bagozzi and Warshaw [22] also found support for the theory's conceptual basis to represent the adoption and use of information technology in organisational settings.

4.2 Theory of Planned Behavior (TPB)

According to Ajzen [4], the TPB is a theory that attempts to explain an individual behaviour as a direct product of a series of interrelations between intentions, attitudes and the subjective norms.

The TPB expands the TRA adding a further construct: perceived behavioural control [4]. This construct represents a person's perception of how much control he or she has over being able to perform a particular behaviour. When it comes to MySikap, if such an officer is well-versed and properly trained - and even have ready access to technical support - he/she is more likely to work productively with the system.

TPB has particular relevance within the public sector which is characterised by formal regulation and procedures as well as varying degrees of technological awareness among officers. Taylor and Todd [8] also stated that TPB does provide a better explanation than TRA in predicting the intention of technology adoption behaviour in particular in a large and complicated organisations such as JPJ.

4.3 Technology Acceptance Model 2 (TAM2)

The model, the TAM2 includes some of the external variables that have the potential to explain between-subject variance of both perceived usefulness (PU) and perceived ease of use (PEOU).

The original TAM was created by Davis [23] and extended to TAM2 by Venkatesh and Davis [5]. These concepts include, among others, image, output quality, and user experience, respectively, as

wells as its two fundamental antecedents of technology acceptance, i.e. perceived usefulness (PU) and perceived ease of use (PEOU). PU is the extent to which a user believes a system will improve his or her job performance and PEOU is ease of use with which the user perceives the system.

In the context of the public sector, TAM2 has been found to be a strong model for predicting variance in technology acceptance, including studies on MySikap. Organisational culture also has a significant influence on acceptance, as Legris, Ingham, and Collerette [24] showed that TAM2 accounted for 40% of the variance in the behavioural intention to adopt new technology in government organizations.

4.4 Decomposed Theory of Planned Behaviour (DTPB)

In a similar vein, the DTPB developed by Taylor and Todd [25] carries the refinement a step further by decomposing the principal components of TPB –attitude, subjective norms and perceived behavioural control–into second-order dimensions such as resource availability, training, and technological experience.

This model is especially applicable in the case of MySikap as we are able to provide a more refined evaluation of how the organizational support construct (for example, the availability of training, adequacy of infrastructure, peer encouragement) affects the willingness as well as capability of officers to make use of the system. Mathieson [26] also verified that DTPB possesses higher theoretical explanatory power relative to workplace technology adoption.

4.5 Innovation Diffusion Theory (IDT)

Rogers' [27] 5-Stages IDT: how technological innovations are adopted and diffused in organisations or in society. Five characteristics influencing the rate of adoption of innovations: relative advantage, compatibility, complexity, trialability, and observability.

For JPJ and MySikap, the officers will be more likely to use the system if they think that it is better than the previous method, compatible with their current job, and easy to use. Moore and Benbasat [28] subsequently created measurement scales grounded in the IDT construct to assess the perceptions held by users regarding technological innovations when applied in public sector arenas.

4.6 DeLone and McLean Model of Information System Success

The Information Systems Success Model, developed by DeLone and McLean [29] includes six aspects of system success: system quality, information quality, service quality, use, purchased service, and net benefits. This model has been widely used in information systems research, particularly those in government domains [30].

For MySikap, this model represents a holistic model to assess system success based on multiple dimensions (i.e. technical quality, information quality, system quality, use, user satisfaction, and organisational impact). Rai *et al.,* [31] again, provide additional justification that this model is effective in measuring the value of IS in large organisations.

4.7 Model for Human Resource Management (HRM) for Work Performance

It draws attention of the reader to association of HRM practices with organisation performance. Gomez-Mejia, Balkin, and Cardy [2] contended that work systems integrated to maximize employee

productivity—such as on-going training, incentives aligned with employee performance, and good technical support— have significant effects on productivity increase.

For MySikap, efficiency of the system cannot be based on technology performance alone; but it is questioned on the ability of the organisation in developing its staff capabilities in managing and using the system efficiently. This will involve appropriate training, accessible user manuals and promoting a data-driven organisational culture.

Cumulatively, these theories serve as a strong theoretical base for examining the acceptance of MySikap. TRA, TPB, TAM2, and DTPB emphasize the role of attitudes, social norms, perceived behavioural control, and perceived usefulness and ease of use. IDT describes adoption in terms of innovation attributes, whereas the DeLone and McLean model emphasizes system quality, user satisfaction, and resulting net benefits. The HRM and performance model in particular highlights the critical role of human resource capability and organisational support as drivers of technology adoption.

Collectively, these models allow for greater insight into the antecedents of MySikap adoption in Malaysian public sector such as social influence, facilitating conditions, user satisfaction as well as the impact of MySikap on JPJ officers' productivity.

5. Key Variables in the Study

5. 1 Productivity

Productivity is the outcome measure and is considered the ultimate indicator of success of this study. It is alluding to the productivity, work effectiveness and efficiency of JPJ officers carrying out their assignments via the MySikap system. In the public sector, however, productivity is not merely concerned with output levels but also with quality, following procedure and achieving completion by set deadlines.

As stated by O'Brien and Marakas [9], by supporting decision making, systematically controlling data or information and streamlining processing time a good information system should lead to the increase of an organization's productivity. In the context of JPJ, MySikap can streamline time taken for processes such as registration, licensing and enforcement via a virtual-friendly system which is less reliant on physical encounters.

In addition, the efficiency of the officers is highly dependent upon the ability of the system to produce accurate and timely information and for flow of work throughout the divisions. Dwivedi *et al.,* [32] argued that digital service systems within the government sector, when based on the needs of their citizens, can improve the efficiency of operations, raising the level of individual and organisational performance.

5.2 Social Influence

One of the major independent variables determining persons' intention and behaviour is also social influence on technology adoption. It is defined as the degree to which people believe others to believe that they should use a certain system.

Within public sector institutions, for example, social influence may begin at the top of an established organizational hierarchy and thus be issued by higher management, who's power is bestowed in setting system usage patterns. When it comes to JPJ, orders and managerial support can make officers more receptive of MySikap. Venkatesh *et al.,* [7] revealed through UTAUT, social influence is one of the dominant factors effecting user behaviour, especially in the early stages of system introduction.

Alawneh *et al.,* [33] peer recognitions and departmental norms about ICT adoption are positively associated with system use in public sectors. "Digitally oriented organisational culture" in this sense - a digital operating model and culture from within the body of the enterprise - may therefore be an enabler of more successful system implementation.

5.3 Facilitating Conditions

Facilitating conditions are the extent to which users believe that the infrastructure support, training, and access to the equipment is available to support the system. At JPJ this consists of ICT equipment access, stable internet connectivity, training material, operational manuals and in-house technical support.

Rana *et al.,* [34] in their research on e-Government adoption had reported that facilitating conditions is significantly related to the use of systems in the public organization. The probability of users' acceptance and effective utilization is high once they have the feeling that the system resources and support mechanisms are sufficient.

In addition, competent technical support saves people from feeling overly dependent upon others for help when things go wrong, which increases their self-sufficiency and willingness to take on the system themselves. This, in and of itself, increases user satisfaction—a crucial component for maintaining long-term system use and motivation.

5.4 Performance Expectancy and Effort Expectancy

Performance expectancy and effort expectancy are two key constructs in TAM2 [5]. Performance expectancy is defined as the degree to which an individual believes that using the system will enhance his or her job performance, while effort expectancy is the degree of ease associated with the use of the system.

For the part of JPJ, officers who believe that MySikap enhances and simplifies their work procedures will tend to continue using it regularly. On the other hand, if the system is seen as complex, sluggish and user-unfriendly, the level of usage could be lower – regardless of the existence of top-down orders for use.

Hossain & Quaddus [35] confirmed that perceived usefulness has positive effect on user satisfaction and user's intention to continued use. Besides, perceived ease of use and acceptation is a key factor to users deciding whether to continue using a system or not.

5.5 System Usage

System use acts as an intermediate variable connecting the determinant variables, e.g., social influence, performance expectancy, facilitating conditions, and productivity. In this survey, the system usage refers to how often and variety of MySikap module used by the JPJ officers in their daily duties.

Use is more than just number of logins; it also has to do with actual usage of various functions and modules. For example, an officer that purely uses the record-checking module will have a different level of usage from one with access to licensing, payment, enforcement and updating modules.

Burton-Jones & Straub[36] claimed that when users do meaningful or "deep" things with a system, usage becomes more influential on job performance than if the user is only doing scratch-the-surface, or "shallow," things with a system. This would mean that the efficacy of MySikap could

only be actualized if users are able to completely understand the features and apply them in various work-related applications.

As a section summary, these five factors are connected to fully explain the acceptance and effectiveness of MySikap. The ultimate consequence of productivity is influenced significantly by the internal (e.g., user attitudes, perceived usefulness, and perceived ease of use) as well as external (e.g., social influence, technical support, and organisational culture) variables. An insight into these variables is important not just for assessing whether or not MySikap is effective but also for the development of training and technical support programs and organisational policies that lead to a sustainable use of technology within the public service.

6. Research Gaps

Studies on IS implementation in Malaysia's public sector—especially on the implementation of MySikap by the Road Transport Department (JPJ)—are relatively scarce in the depth of scrutiny on user–system interaction in the context of organisation. A considerable part of the literature has mainly covered technological aspects, in terms of system reliability, data management ability and the adoption of digital infrastructures [37]. Despite these technical considerations being undeniably valuable, a concentration on what technology can do is not sufficient, given that the human and organisational factors in information system implementation are often what in the end will make or break such systems.

Further, research on public sector information systems in Malaysia is largely descriptive and less grounded in well-established theoretical models like the TAM, UTAUT and DeLone and McLean Information Systems Success Model. In the range of MySikap, limited empirical research has examined the impact of critical antecedents on JPJ officers' performance (e.g., social influence, performance expectancy, facilitating conditions and system usage) on JPJ officers' productivity. This limitation is even more augmented when this seeking-for step is concerned to the nonexistence of an integrated model that includes technology acceptance and work performance theories into a unique comprehensive model.

Dwivedi *et al.,* [32]that more attention needs to be devoted in the future to context factors while examining ICT system use in the public sector, such as elements in organisational environments, support systems, and work place culture, since these are a major influence for user attitudes and behaviours to ICT systems. This also applies to method of policy implementation, leadership style, and user-level officer training and tech support. After two decades of Malaysia's e-Government initiatives, it is still scant on empirical research that has investigated the actual influence of the adoption of such systems on work performance at operational level, especially in enforcement agencies like JPJ which are laden with heavy operational workload.

There is also a gap in terms of methodology, since many studies do not use advanced statistic procedures such as Structural Equation Modeling (SEM) or Partial least Squares (PLS). These techniques can also test complex interactions between multiple variables at once, therefore providing increased generalisability and confidence. This gap was identified as a limitation of the previous research and this is used to validate the hot spots for system adoption factors and officer productivity by using PLS-SEM based on variance approach.

Moreover, the lack of efforts to the local literature particularly to the MySikap as a case context study is another one of the main limitations. Most of the previous research in this area were theoretical or focused on other systems, namely HRMIS and e-Perolehan. It follows that our study not only adds to the academics by designing a theoretically sound framework, but also to practice as

it provides useful implications for JPJ management and government policy-makers to construct better strategies for the implementation of a digital system.

In conclusion, investigating these gaps is essential in order to gain insights on the failure or success of systems such as MySikap in the context of Malaysian public sector. Through integration of technology, human and organisation dimensions, this study supplements the short-comings of those previous studies and paints a more realistic portrait of the information system adoption process in a complex and hierarchically structured public organisation like JPJ.

7. Conclusions

This review has presented an in-depth review of the contemporary factors affecting the effective implementation of information system in the public sector most especially in the adoption of MySikap system one of JPJ system in Malaysia. The success of systems like MySikap is not only influenced by the technical feature of the system and design that affects system use, but it can be influence by both external and internal environmental fields of the organisation(system). This is in line with theories such as the TAM2 [5] the DTPB [8] and the DeLone and McLean Information Systems Success Model[29] that emphasize the relational nature of the interaction between users, systems, and environmental context.

One of the major conclusions of this review is the importance of end-users in information system success. Without end-user acceptance, commitment and competency to utilize the system, technological benefits cannot be transformed into measurable performance effect. Within the JPJ context, office executives responsible for running the core modules of MySikap should be familiar in how the system works and that should be reinforced with organisation investment in training, preparedness of infrastructure, and managerial support. This is consistent with that by Venkatesh *et al.,* [38] who highlighted the importance of users' perception of system ease of use and usefulness on adoption and usage.

The review also indicates that variables like social influence, performance expectancy, and facilitating conditions have a significant direct effect on systems implementation effectiveness. In JPJ, as in the broad category of hierarchical organisations, usage norms are constructed as the result of workplace culture, managerial instructions and peer support. As a result, technology integration needs to accommodate and reflect the requirements of all potential users. This means offering formal training, user-friendly instruction manuals, and the setting up of internal technical support facilities, which can deal swiftly and efficiently with system-related problems.

The value of this review is the consolidation of several theoretical models for an overarching theoretical framework in the evaluation of the adoption of an information system (IS) in the Malaysian public sector. By integrating TAM2, DTPB and DeLone and McLean model, the framework is well-established for addressing the dynamics of system use in a comprehensive manner, not only from the technological perspective, but also from the perspective of the individual and the organisation. This integrative model can be a blueprint for other researchers who wish to conduct similar studies into other governments' information systems in other government agencies.

Last but not least, the article discusses further research opportunities with a call for more empirical works, including empirically testing relationships between variables, and employing more sophisticated statistical methods including Partial Least Squares Structural Equation Modelling (PLS-SEM) to test hypothesis among the identified constructs. Data-driven measurement will be taken more seriously and act as stronger evidence for recommending system improvements in other ways, and better and more effective digital transformation efforts. Ultimately, evidence-based research will not only contribute to academic knowledge, but also will contribute to the Malaysian government e-

Government to ensure that digital systems such as MySikap become sustainable assets to support public sector's efficiency, productivity, and service quality.

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