

Chapter 59

An Exploratory Study on the User Adoption of Central Cyber Government Office of the Hong Kong Government

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ABSTRACT

This chapter investigates those factors affecting the user adoption of the Intranet Portal of the Hong Kong Government, a.k.a., Central Cyber Government Office (CCGO). The authors conducted a survey study in 2004 and they interviewed some of the users to collect their feedbacks on the user adoption of CCGO based on the premises of the Technology Acceptance Model (TAM). Based on the results of their survey and interviews, the authors noted that civil servants of Hong Kong demonstrated strong reluctance to adopt CCGO.

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 of the stakeholders found it hard to fully embrace this new mode of service delivery. Through the

provision of e-services, stakeholders of government services expect that e-services can improve the efficiency of government departments (Gore, 1993; Information Technology and Broadcasting Bureau (ITBB), 1998). Indeed, information systems (IS) researchers have investigated the impact of information technology (IT) in public sector since the late 1970s, when personal computers were launched (Kraemer, 1977; Danziger et al., 1978). For recent research studies, their main

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focus is on the impact of Internet on the public sector, especially on the impact on the interaction among government departments and members of the public, i.e. citizens and business firms (or Government-to-Citizen, G2C, and Government-to-Business, G2B) (Devadoss, et al., 2002; Golden, et al., 2003). However, 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). 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 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 policymakers 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 in 2003/2004, i.e. around 1/3 of the civil service workforce, and is now developed into a system, which provides a wide range of e-services

and disseminates information within the government (HKG, 2009). With more knowledge on 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 on 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

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