

Analysis of the Effectiveness of E-Office Application Users of the Human Resources Bureau of the University of North Sumatra

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ABSTRACT

Digitalization has the potential to improve services and connect people to numerous types of information. The University of North Sumatra (USU) in Indonesia also uses digitization through the Human Resources Bureau (HR) with the E-Office application. The purpose of this study is to examine the effectiveness and user satisfaction of the E-Office program in order to increase employee performance by examining the relationship between the two using the Technology Acceptance Model (TAM) theory. This study employs quantitative research techniques. This study collects data through non-probability sampling from primary and secondary sources. This study's data analysis methodologies include descriptive statistical analysis, partial least squares (PLS) statistics, hypothesis testing, and significance testing. The findings revealed that employee knowledge of how to use E-Office software had a substantial impact on enhancing operational efficiency.

INTRODUCTION

Digitization is converting analog data or information into digital form through computers or other electronic devices as a process tool (Rosiana et al., 2023). Digitalization can help improve efficiency and effectiveness in the compliance process of workers (Susilo, 2023). In addition, digitalization provides easy access to information and improved services (Mukhsin, 2020). Digitalization increases accessibility by making it easier to access services for service users (Ardila & Azmi, 2023). Transparency can be created with the use of digitalization (Husaein, 2023). Digitalization's various uses and utilization continues to grow and is used in various fields that require services.

The University of North Sumatra (USU) has a main department responsible for managing daily activities, namely the Human Resources Bureau (HR). In its operational activities, the USU HR Bureau oversees various organizational tasks and procedures for the academic community that require data and document processing, including permit applications, leave applications, promotion applications, and so on. In use, the USU HR Bureau provides online services to facilitate and streamline business processes called the E-Office application. This application uses 40 employees as executors of the tasks required in using E-office. E-Office was created by the USU HR Bureau to be a digital solution to accelerate the response process to the needs of the academic community of the University of North Sumatra. In addition, the E-Office application is used for data and document management through digital. The use of the E-Office application includes submitting permission letters, leave, promotion, and the like. Data provided by employees will be processed and stored centrally to allow for additional processing and verification.

E-Office applications can reduce paper use and create a sustainable working environment. All required activities, such as requests, approvals, and communications, can be done electronically, reducing the cost of printing, mailing, and storing physical documents. In addition, there is transparency in business processes with the use of E-Office applications, which helps improve data accuracy and reduces the possibility of human error in manual processes.

Based on the observations of researchers, the employees of the USU HR Bureau have yet to be able to use the E-Office application properly. They were followed by a pre-survey conducted by researchers with 20 employees of the USU HR Bureau regarding the use of the E-Office application. Based on the results of the pre-survey, it was found that there were 10 employees of the USU HR Bureau (50%) experiencing difficulties in using the E-Office application. This is due to the lack of accessibility training and education on using the E-Office application. Through the problems found by researchers, researchers consider that these problems can affect the effectiveness and satisfaction of application users, affecting employee performance.

Application effectiveness describes the application's capacity to simplify user tasks (Muharni, 2022). Application effectiveness is the capacity of an application to achieve the desired goal while considering variables such as energy, cost, time, facilities, infrastructure, responsiveness, and access, which

are still considered risks in certain situations (Wardiah et al., 2022). Many factors, including system quality, information quality, service quality, user happiness, net benefits, and application effectiveness, can be used to measure application effectiveness (Nafiah & Hartarini, 2022; Nurrahman et al., 2022). Team effectiveness can be improved for applications that involve communication and teamwork by offering internal communication assistance and training (Rahmah et al., 2022).

Through the results of researchers' observations of the problems that occur in USU HR employees and affect the use of the E-Office application, research was conducted to analyze the effectiveness and user satisfaction of the E-Office application to improve employee performance. This research measures the effectiveness of the E-Office application based on the application's ability to facilitate the tasks that users must perform, namely USU HR bureau employees. This research will involve an analysis of the perceptions and satisfaction of application users, focusing on the extent to which the application can facilitate and accelerate the academic process carried out by employees. Factors influencing the adoption and use of the E-Office application will be using the Theory Adoption Model (TAM) approach through perceived usefulness and perceived ease of use of this application is one of the factors to be studied.

LITERATURE REVIEW

Davis created the Technology Acceptance Model (TAM) in 1986 and used a behavioral theory framework to examine how information technology is adopted. Users' beliefs, attitudes, desires, and behavioral relationships form the basis of this approach. Among the many objectives of TAM is to explain the factors that influence Information Technology (IT) adoption in general and explain IT users' diverse behaviors. This concept also helps us understand how outside influences affect psychological underpinnings (Davis et al., 2009).

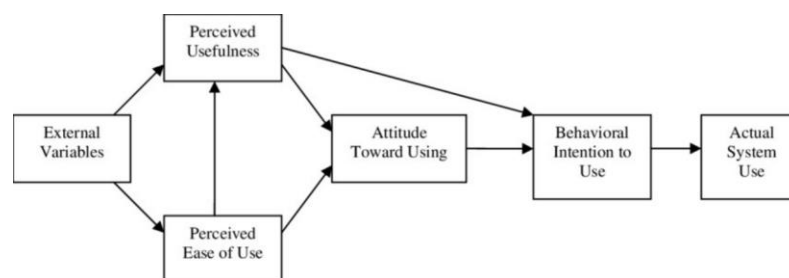


Figure 1. Technology Acceptance Model (TAM)

This is illustrated in Figure 1, which depicts the Technology Acceptance Model (TAM) model. TAM is a variable in this study that analyzes user

adoption behavior variables in acceptability for utilizing E-Office programs. The dimensions of each indication in the Technology Acceptance Model (TAM) are described below.

Perceived Ease of Use

The dimension of Perceived Ease of Use within the Technology Acceptance Model (TAM) assesses the degree of simplicity or complexity that users associate with the utilization of a specific technology or computer system. Perceived Ease of Use measurement comprises the following, as defined by Venkatesh, V., and Davis, F. D. (2000): controllable, plain and comprehensible, adaptable, simple to acquire proficiency in, and user-friendly.

Perceived Usefulness

Perceived Usefulness is a measure of how much people believe a technology will help them. Perceived Usefulness is defined by Ibrahim et al. (2017) as users' subjective ability to predict if utilizing a given application system will increase organizational performance. The usefulness of information technology is determined by how well users expect it to do their tasks (Davis et al., 2009). Someone who knows the benefits or applications of information technology will make good use of it. According to Davis et al. (2009), there are several indicators of perceived Usefulness, including job acceleration (Working faster), improved performance (Improving job performance), increased productivity (Increased productivity), effectiveness (Effectiveness), ease of use (Ease of use), and Usefulness (Usefulness).

Attitude Toward Using

Davis et al. (2009) stated that attitude towards use in TAM refers to a person's acceptance or rejection of a system related to the use of technology in the workplace. A person's attitude consists of cognitive, emotive, and behavioral components that show what we like and dislike (Nugroho et al., 2017). The attitude towards use in TAM refers to how a person feels about using a system, either positively or negatively, and how this affects the use of technology in daily work. One element that influences how people behave is their attitude (Lee & Wan, 2010).

Behavioral Intention to Use

Behavioral Intention to Use in the Technology Acceptance Model (TAM) is a person's attitude or tendency to continue using technology (Davis et al., 2009). The new technology adoption process consists of individuals who use a product or service daily and their perceptions, which may impact the decision. Before deciding to adopt a technology, consumers go through the stages of information, persuasion, decision-making, and confirmation. Users who adopt a web will go through several stages before accepting or rejecting the technology.

Actual System Use

Actual System Usage measures how often and how long people use technology and how satisfied they are with the technology. Several factors can be used to measure the real conditions of system use, namely the real conditions of users, frequency of use, and user satisfaction (Venkatesh & Bala,

2008). In the context of this research, the Actual System Use aspect can be measured by sampling data regarding the real conditions of users, the frequency of system use, and the level of user satisfaction with the use of the E-Office application at the Human Resources Bureau of the University of North Sumatra (USU).

Sugiyono (2015) states that the hypothesis is a temporary answer to formulating research problems. The hypotheses in this study are:

1. H1: There is an effect of Perceived Ease Of Use on the Perceived Usefulness of the E-Office application at the Human Resources Bureau of the University of North Sumatra.
2. H2: There is an effect of Perceived Ease Of Use on Intention to Use the E-Office application at the Human Resources Bureau of the University of North Sumatra
3. H3: There is an effect of Perceived Usefulness on Intention to Use the E-Office application at the University of North Sumatra Human Resources Bureau.
4. H4: There is an effect of Intention to Use on Actual System Use on the E-Office application at the Human Resources Bureau of the University of North Sumatra
5. H5: There is an effect of Perceived Ease Of Use on Actual System Use through Intention to Use in the E-Office application at the University of North Sumatra Human Resources Bureau.
6. H6: There is an effect of Perceived Usefulness on Actual System Use through Intention to Use on the E-Office application at the University of North Sumatra Human Resources Bureau.

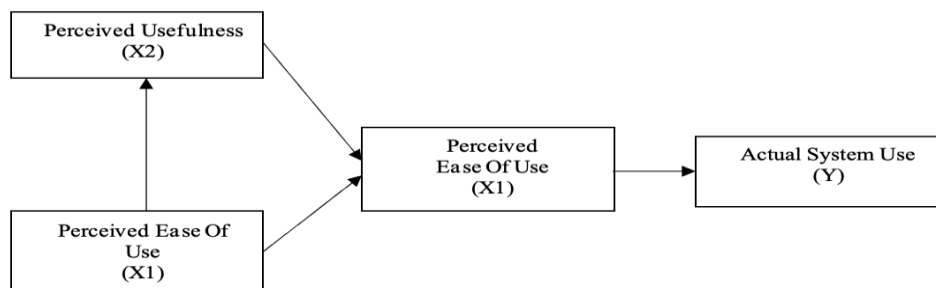


Figure 2. Conceptual Framework

METHODOLOGY

According to Sinulingga (2009), this research aims to observe and understand the causal relationship by watching what happens and the components that can produce the effect. This study was conducted at the University of North Sumatra's Human Resources Bureau. This study was carried out between May and July of 2023. In this study, a non-probability sampling technique was applied. A saturated or total sampling strategy was used in this investigation, in which all population members were sampled. This study's population consisted of E-Office program users, specifically employees of the Human Resources Bureau of the University of North Sumatra, with up to 40 respondents.

SmartPLS 4.0 software was used to evaluate research data utilizing the SEM-PLS (Structural Equation Modeling-Partial Least Square) approach. When the research sample size is minimal, the SEM-PLS approach works effectively. Some studies, such as Reinartz et al. (2009) and Hair et al. (2006), advocate a sample size of 30 to 100 people. The Likert scale was employed in this study to evaluate and assess the respondents' attitudes, opinions, and perceptions variables. The Likert scale looks like this:

1. Strongly disagree (STS)
2. Disagree (TS)
3. Neutral (N)
4. Agree (S)
5. Strongly Agree (SS)

The statistical method utilized in this study is inferential statistics. Inferential statistics examine sample data and generalize the findings to a larger population. SmartPLS (Partial Least Square) software was utilized to evaluate inferential statistical data in this study. The data analysis process is divided into many steps, which are as follows (Ghozali & Latan, 2015):

- a Outer Model: At this step, the validity and reliability of the research tools are tested. The validity test confirms that the research instrument can measure the desired idea.
- b Inner Model: A structural model that predicts the cause-and-effect link between latent variables is created at this stage. The bootstrapping approach predicts causality between latent variables using t-statistic test parameters. The percentage of variance explained by the R-square value of each endogenous latent variable and the structural path coefficients is used to evaluate the structural model.
- c Predictive Relevance: This step includes inner model tests, significant values, and R-square to examine the link between variables in the research model. PLS model estimation begins with a look at the R-square of each dependent latent variable. The effect of independent latent factors on dependent latent variables is assessed using changes in the R-square value. Q-Square (Predictive Relevance for Structural Models) is a model fit quality metric that examines the model's ability to deliver accurate conservation values and parameter estimations. A Q-square

number greater than zero indicates the model's predictive capacity, whereas a Q-square value less than zero suggests a low level of prediction.

The Q-Square computation in this study employs a formula from the PLS method: $Q^2 = 1 - (1 - R1^2)(1 - R2^2) \dots (1 - Rp^2)$

The significance test is used in PLS (Partial Least Square) analysis to determine whether the independent and dependent variables substantially influence each other. The bootstrap approach is used in PLS for significance testing. The t-value is used to calculate the significance value in the bootstrap method. A specified level of significance, such as 5% or 10%, is used to interpret significance. A t-value larger than 1.96 is deemed significant at the 5% significance level, whereas a t-value greater than 1.65 is considered significant at the 10% significance level. In PLS, the significance test examines the direct effect between factors and the indirect effect via other variables. Researchers can use a significance test to evaluate whether the relationship between these factors is statistically significant.

RESULTS AND DISCUSSIONS

Outer Model (Measurement Model)

In this study, 21 items serve as indicators of latent variables. After conducting the validity test using the PLS algorithm and analyzing the output results generated by the SmartPLS 4.0 software, we found that all indicators are considered valid as they have outer loading values that exceed 0.7. In the outer structural model figure, we can see how the latent variables are connected to the corresponding indicators and how each indicator has a significant outer loading on the corresponding latent variable. These results confirm the quality of the measurement instruments used in this study and strengthen the basis for the analyses carried out in the next stage (Hair et al., 2019).

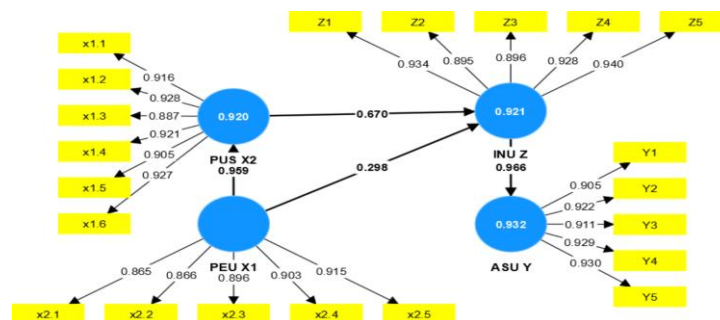


Figure 3. Outer Model Output
 Source: Research Results, 2023 (data processed by Smart-PLS 4)

1. Factor Loading Value (Outer Loading)

Based on the data provided, it can be inferred that the exterior loading value of the factors utilized to assess latent variables in this research surpasses the suggested threshold of 0.7. The findings presented here demonstrate that the measurement instruments employed in the research possess strong validity. This suggests that the indicators are capable of accurately assessing the intended construct.

Table 1. Factor Loading (Outer Loading) Value

Matrix				
	ASU Y	INU Z	PEU X1	PUS X2
Y1	0,905			
Y2	0,922			
Y3	0,911			
Y4	0,929			
Y5	0,930			
Z1		0,934		
Z2		0,895		
Z3		0,896		
Z4		0,928		
Z5		0,940		
x1.1				0,916
x1.2				0,928
x1.3				0,887
x1.4				0,921
x1.5				0,905
x1.6				0,927
x2.1			0,865	
x2.2			0,866	
x2.3			0,896	
x2.4			0,903	
x2.5			0,915	

Source: Research Results, 2023 (data processed by Smart-PLS 4)

It is illustrated in Table 1. Based on the results of the first test of convergent validity conducted with the following indicators: Actual System Use (ASU Y), Perceived Ease of Use (PEU X1), Perceived Usefulness (PUS X2), and Intention to Use (INU Z) as an intervening variable, it can be inferred that all five are valid. Based on the findings, it can be concluded that the indicators effectively capture the latent variables being investigated and can be relied upon to assess the intended construct.

2. Test Average Variance Extracted (AVE)

An additional assessment of validity was performed in this research by examining the AVE (average variance extracted) value, which is presented in Table 1. The convergent validity of latent variables in confirmatory factor analysis (CFA) is assessed using the AVE metric. The AVE value indicates the degree to which the indicators employed to quantify a latent variable accurately represent its variability. The credibility and dependability of the research findings will be enhanced by an elevated AVE value. Values of AVEs greater than 0.5 include Actual System Use (ASU Y), Perceived Usefulness (PUS X2) AVE value of 0.836, and Intention to Use (INU Z) AVE value of 0.844. The AVE is 0.845. The findings suggest that the indicators and variables utilized in this research exhibit convergent validity.

3. Test Fornell-Larcker Criterion

Following this, the discriminant validity test is conducted using the SEM-PLS method during the outer model measurement phase. This examination incorporates the Fornell-Larcker Criterion as one of its methodologies. The Fornell-Larcker Criterion serves as a practical instrument in assessing the discriminant validity of the latent variables under investigation in this study. The value of the Fornell-Larcker criterion produces the subsequent outcomes: The scores for Actual System Use (ASU Y), Perceived Ease of Use (PEU X1), Perceived Usefulness (PUS X2), and Intention to Use (INU Z) were as follows: 0.919, 0.989, and 0.919, respectively. The study successfully fulfilled the criteria for discriminant validity on the basis of these results. The association between the variables of this study and the variable is stronger than that of other variables. This requires consistent differentiation among variables in the outer model measurement of the SEM-PLS. The results of this study indicate that the variables can be effectively isolated from each other, a crucial aspect in the interpretation and analysis of scientific discoveries.

4. Test Cross Loadings

This test aims to evaluate the correlation between indicators and latent variables measured. Cross loadings data that reflect the correlation between indicators and their variables can be found in Table 2.

Table 2. Test *Cross Loadings*

<u>Cross loadings</u>	ASU Y	INU Z	PEU X1	PUS X2
Y1	0,905	0,886	0,862	0,877
Y2	0,922	0,894	0,900	0,890
Y3	0,911	0,878	0,841	0,873
Y4	0,929	0,892	0,869	0,878
Y5	0,930	0,888	0,865	0,897
Z1	0,931	0,934	0,855	0,900
Z2	0,849	0,895	0,868	0,879
Z3	0,907	0,896	0,878	0,866
Z4	0,873	0,928	0,848	0,860
Z5	0,873	0,940	0,873	0,885
x1.1	0,911	0,910	0,858	0,916
x1.2	0,874	0,868	0,905	0,928
x1.3	0,855	0,856	0,883	0,887
x1.4	0,878	0,883	0,889	0,921
x1.5	0,865	0,847	0,829	0,905
x1.6	0,884	0,878	0,894	0,927
x2.1	0,851	0,824	0,865	0,854
x2.2	0,853	0,851	0,866	0,837
x2.3	0,812	0,802	0,896	0,836
x2.4	0,824	0,844	0,903	0,869
x2.5	0,855	0,859	0,915	0,865

Source: Research Results, 2023 (data processed by Smart-PLS 4)

In evaluating cross-loading data, it is important to ensure that the correlation value between each indicator and its variable is greater than between indicators and other variables. Table 2. in this study shows that the correlation value of each indicator with its variable has met these criteria. Therefore, the data in this study have fulfilled all the criteria of the discriminant validity test.

5. Reliability Test Composite Reliability and Cronbach's Alpha

Following the validity test, an assessment of the exterior model's dependability is performed. The primary objective is to guarantee the reliability and consistency of the indicators employed in the study. The Cronbach's alpha and composite reliability values for the variables examined in this research are displayed in Table 2. By utilizing the composite reliability and Cronbach's alpha values derived from the reliability test data, one can perform an evaluation of the reliability test.

Cronbach's alpha and composite reliability ratings for all research variables exceeded the critical value of 0.7. The Cronbach's alpha values for Actual System Use (ASU Y), Perceived Ease of Use (PEU X1), Perceived Usefulness (PUS X2), and Intention to Use (INU Z) are as follows: 0.934, 0.961, 0.954, and 0.954, respectively. The composite reliability rating for Actual System

Use (ASU Y) is 0.965, whereas the value for Perceived Ease of Use (PEU X1) is 0.950. The values of Perceived Usefulness (PUS X2) and Intention to Use (INU Z) are 0.968 and 0.964, respectively. This finding illustrates that every variable and indicator employed in this research fulfills the criteria of the reliability assessment.

Inner Model (Structural Model)

The inner model (structural model) is tested in the second stage of SEM-PLS testing. The purpose of this test is to observe and assess the effect of the relationship between the variables employed and test the hypothesis based on its significance value. The structural model is investigated when evaluating the inner model to determine the causal relationship between latent variables in the research conceptual framework. The importance of the path coefficients was used to test the hypotheses given in the study. Statistically significant results suggest that the relationship between variables considerably influences the model.

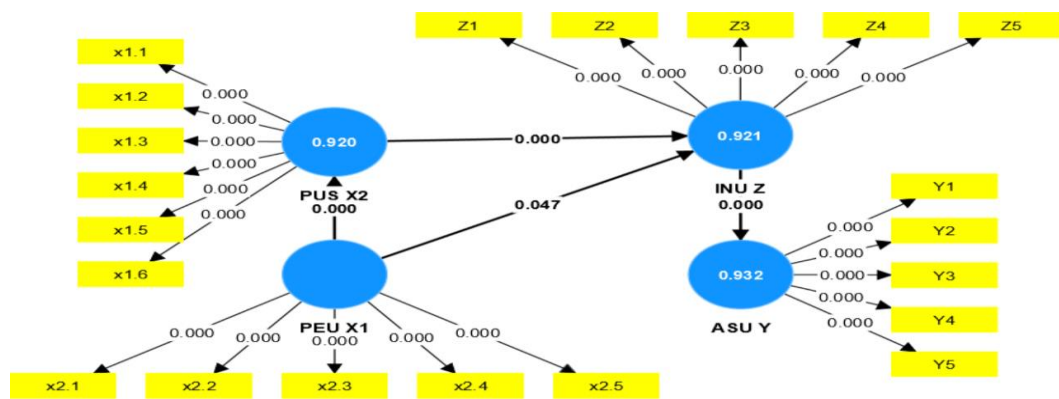


Figure 4. Inner Model Output (Structural Model)

As shown in Table 2, the R-square value for Actual System Use (ASU Y) is 0.932. This finding suggests that the combined influence of the variables Perceived Ease of Use (PEU X1), Perceived Usefulness (PUS X2), and Intention to Use (INU Z) explains 93.2% of the observed variability in Actual System Use. On the contrary, the model exhibits judiciousness in explicating the variables that influence the utilization of the real system. The 6.8% of the variation is accounted for by factors that are not related to those examined in this study.

Furthermore, it is noteworthy that the adjusted R-square value for the Intention to Use (INU Z) variable is 0.921. This indicates that Perceived Ease of Use (PEU X1) and Perceived Usefulness (PUS X2) collectively explain around

92.1% of the variability observed in Intention to Use. This serves as an illustration of the model's moderate discernment in explicating the variables that impact the Intention to Use. Except for the variables examined in this research, 7.9% of the variance remains unaccounted for. As a result, Actual System Use and Intention to Use are significantly influenced by Perceived Ease of Use and Perceived Usefulness, according to the results of the analysis. Still, additional investigation is necessary to explore additional variables that were not accounted for in the present study.

Hypothesis Testing

In hypothesis testing in path analysis, we consider two important criteria: path coefficient and t-statistic values.

1. Criteria for the path coefficient value:
 - A positive value indicates a unidirectional relationship.
 - A negative value indicates an opposite-direction relationship.
2. Criteria for t-statistic values:
3. A value greater than 1.96 indicates statistical significance at the $\alpha = 0.05$ level.
4. A p-value smaller than 0.05 indicates statistical significance.

In the case where the t-statistic value exceeds 1.96 or the P-value falls below 0.05, variables that possess a positive route coefficient indicate a statistically significant unidirectional relationship. If the t-statistic exceeds 1.96 or the P-value falls below 0.05, variables exhibiting a negative path coefficient indicate a statistically significant association in the opposite direction. Thus, path analysis determines the significance and direction of the association between variables by utilizing the path coefficient and t-statistic values.

Table 3. Summary of Hypothesis Statements

Hypothesis	Statement	Orginal sample (O)	TStatistics (O/STDEV)	P Values	Decision
H1	Perceived Ease Of Use has a positive and significant effect on Perceived Usefulness of the E-Office application at the Human Resources Bureau of the University of North Sumatra.	0,959	74,806	0,000	Accepted
H2	Perceived Ease Of Use has a positive and significant effect on Intention to Use the E-Office application at the Human Resources Bureau of the University of North Sumatra.	0,298	1,988	0,047	Accepted
H3	Perceived Usefulness has	0,670	4,500	0,000	Accepted

	a positive and significant effect on Intention to Use the E-Office application at the Human Resources Bureau of the University of North Sumatra.				
H4	Intention to Use has a positive and significant effect on Actual System Use in the E-Office application at Bureau of Human Resources, University of North Sumatra	0,966	87,851	0,000	Accepted
H5	Perceived Ease Of Use has a positive and significant effect on Actual System Use through Intention to Use in the E-Office application at the Human Resources Bureau of the University of North Sumatra.	0,288	1,988	0,047	Accepted
H6	Perceived Usefulness has a positive and significant effect on Actual System Use through Intention to Use on the E-Office application at the Human Resources Bureau of the University of North Sumatra.	0,647	4,500	0,000	Accepted

Source: Research Results, 2023 (data processed by Smart-PLS 4)

The Effect of Perceived Ease of Use on Perceived Usefulness of the E-Office application at the Human Resources Bureau of the University of North Sumatra

Previous studies show that Perceived Ease of Use has a significant partial effect on Perceived Usefulness (Novelia et al., 2021). About the content of the research discussion, namely the E-Office application at the USU HR Bureau, the extent to which users find this application useful and the extent to which they find it easy to use are positively correlated. However, what needs to be considered is that some employees need to maximize the use of the application and experience difficulties in the functionality of use. Therefore, this study

explains the importance of several aspects that need to be considered to support the successful use of the E-Office application, namely training and education improvements in the design of the E-Office application user interface.

The application's obstacles can be decreased by providing a more intuitive and user-friendly interface and key features such as evaluation, feedback, and technical support. In addition, the USU HR Bureau continues to take steps to reduce other hurdles to increase use. According to the findings of hypothesis testing, the perceived simplicity of use has a positive and significant influence on the Human Resources Bureau of the University of North Sumatra's impression of the utility of the E-Office program. The path coefficient is 0.959, and the t statistic is 74.806. A p-value of 0.000. suggests that there is enough data to accept the alternative hypothesis (the first hypothesis) and reject the null hypothesis.

The Effect of Perceived Ease of Use on Intention to Use the E-Office application at the Human Resources Bureau of the University of North Sumatra

Perceived Ease of Use has a significant partial effect on Intention to Use (Novelia et al., 2021). The research results in the context of the E-Office application at the USU HR Bureau explain that both aspects have a significant influence. This is because employees feel that using the E-Office application is quite young, and employees tend to intend to use it. However, employees also experience discomfort and tend to choose conventional or manual methods. Several factors, such as employees' familiarity with the manual way of working, the cause of resistance, and the transition to using the E-Office application, require unwanted adjustments.

In addition, continuously monitoring the use of the application and collecting feedback from employees also helped identify problems and make improvements. By taking these actions, Human Resources Bureau management can get past the initial resistance and increase the adoption rate of E-Office software, improving the organization's overall operational effectiveness and efficiency. According to the hypothesis testing findings, the E-Office program's perceived usefulness is positively and significantly influenced by the perceived ease of use at the University of North Sumatra Human Resources Bureau. The value of the path coefficient is 0.298. The T statistic is 1.988, with P-values = 0.047. shows that there is enough evidence to support the alternative hypothesis (acceptance of the second hypothesis) while rejecting the null hypothesis.

The Effect of Perceived Usefulness on Intention to Use the E-Office application at the Human Resources Bureau of the University of North Sumatra

Perceived Usefulness has a significant partial effect on Intention to Use (Rahayu et al., 2017). According to research conducted at the University of North Sumatra Human Resources Bureau, Perceived Usefulness has a substantial partial effect on Intention to Use in the context of E-Office applications. Employees are more inclined to utilize an application if they believe it will

benefit their work. Several difficulties, including insufficient technical assistance and a lack of prior training, substantially impede employee adoption of the program. If employees encounter technological challenges while utilizing the application, a lack of competent technical support may induce irritation. They may believe they can only solve these issues with prompt and efficient assistance.

According to the findings of hypothesis testing, Perceived Usefulness has a positive and substantial effect on Intention to Use the E-Office program at the University of North Sumatra Human Resources Bureau. The path coefficient value is 0.670, and the T-statistics value is 4,500. The P-values are all 0.000. They provide sufficient evidence to reject the null hypothesis and accept the alternative hypothesis (third hypothesis approved).

The Effect of Intention to Use on Actual System Use on E-Office Applications at the Human Resources Bureau of the University of North Sumatra

Previous research has demonstrated that Intention to Use has a large partial effect on Actual System Use (Aditya, 2019). The study results revealed that Intention to Use had a significant partial effect on Actual System Use in the context of the E-Office application at the University of North Sumatra Human Resources Bureau. Employees have several challenges, requiring substantial training to ensure they comprehend the application's capabilities and workflow. A technical support team is required to assist. Issues with program stability and availability, such as frequent crashes and outages, hamper employee access and use of the application. This needed to be fixed to provide a better user experience.

The USU HR Bureau can improve the real system use of the E-Office program after addressing different concerns. This can be accomplished by improved instructions, enhanced technical support, improved application stability, and measures to overcome potential early opposition. According to the results of hypothesis testing, the E-Office application at the University of North Sumatra, Human Resources Bureau, demonstrates that Intention to Use has a good and significant effect on Actual System Use. The path coefficient value is 0.966, and the statistical value is 87.851. There are 0.000 P-values. It states that there is enough evidence to adopt the alternative hypothesis while rejecting the null hypothesis (the fourth hypothesis is accepted).

The Effect of Perceived Ease of Use on Actual System Use through Intention to Use on E-Office Applications at the Human Resources Bureau of the University of North Sumatra

Other research indicates that Perceived Ease of Use considerably impacts Actual System Use via Intention to Use (Mintaria & Devitra, 2019). The findings

of this study, which show that Perceived Ease of Use has a significant impact on Actual System Use through Intention to Use in the context of the E-Office application at the Human Resources Bureau of the University of North Sumatra, indicate a very important relationship in the technology adoption process in that environment. When users find the application straightforward and intuitive, their intent to use the E-Office program increases. The perception of simplicity of use substantially aids in creating user intention.

By understanding the relationship between Perceived Ease of Use, Intention to Use, and Actual System Use, the Human Resources Bureau can develop more successful strategies to increase the adoption of E-Office applications and support success in improving the efficiency and effectiveness of the work performed by Human Resources Bureau employees. According to the results of hypothesis testing, Perceived Ease of Use has a positive and substantial effect on Actual System Use via Intention to Use in the Human Resources Bureau of the University of North Sumatra's E-Office program. The path coefficient value is 0.288, but the statistical T-value is 1.988. The fifth hypothesis is accepted because the P-value of 0.047 suggests adequate evidence to reject the null hypothesis and accept the alternative hypothesis.

The Effect of Perceived Usefulness on Actual System Use through Intention to Use on E-Office Applications at the Human Resources Bureau of the University of North Sumatra

Previous research indicates that Perceived Usefulness influences Actual System Use via Intention to Use (Mintaria & Devitra, 2019). The study's findings, which show that Perceived Usefulness has a significant impact on Actual System Use through Intention to Use in the context of the E-Office application at the Human Resources Bureau of the University of North Sumatra, are noteworthy and provide in-depth information about technology adoption in that environment. Users are more likely to desire to utilize the E-Office program if they believe it will help them execute their jobs more effectively. Users who find the application beneficial are more likely to use it.

The user's intention to use the program is one of the most essential steps in technology adoption. This intention derives from the assumption that implementing the program will yield significant benefits. Actual or Actual System utilization (ASU) is influenced by a strong desire to use an application. When employees have positive intentions and believe the program is valuable, they are more likely to use it at work actively. According to the findings of hypothesis testing, the Intention to Use feature of the Human Resources Bureau of the University of North Sumatra's E-Office program significantly benefits Actual System Use. The path coefficient value is 0.647, and the statistical T value is 4,500. The sixth hypothesis is accepted, and p-values of 0.000 suggest enough evidence to reject the null hypothesis and accept the alternative hypothesis.

CONCLUSIONS AND RECOMMENDATIONS

This research explains more comprehensive knowledge about the elements that influence the adoption of E-Office software by the Human Resources Bureau of the University of North Sumatra. Elements that influence the adoption of E-Office software by the Human Resources Bureau of the University of North Sumatra. Organizations can improve operational efficiency and accelerate technology adoption by understanding these relationships and taking the necessary actions.

By using the TAM Model through five indicators, it is explained that based on the perceived Ease Of Use indicator has a positive and significant effect on Perceived Usefulness on the E-Office application at the University of North Sumatra Human Resources Bureau, perceived Ease Of Use has a positive and significant effect on Intention to Use on the E-Office application at the University of North Sumatra Human Resources Bureau, perceived Usefulness has a positive and significant effect on Intention to Use on the E-Office application at the University of North Sumatra Human Resources Bureau, intention to Use has a positive and significant effect on Actual System Use in the E-Office application at the University of North Sumatra Human Resources Bureau, perceived Ease Of Use has a positive and significant effect on Actual System Use through Intention to Use in the E-Office application at the University of North Sumatra Human Resources Bureau, and perceived Usefulness has a positive and significant effect on Actual System Use through Intention to Use in the E-Office application at the University of North Sumatra Human Resources Bureau.

Based on the findings, researchers provide recommendations: improving the user interface, training, technical support, improving application stability, promoting application benefits, collecting feedback, and continuous monitoring and evaluation. Suggestions are given by researchers in the hope of increasing the adoption of the E-OFFICE application and maximizing its use for the organization. Implementing these measures can also help improve the overall efficiency and effectiveness of North Sumatra University's operations.

FURTHER STUDY

This research still has limitations, so further research needs to be done on the topic "Analysis of User Effectiveness of the Human Resources Bureau E-Office Application". Future research can use different human resource bureau E-Office application objects to add insight for readers.

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