A STUDY ON THE INTENTION TO USE E-PERFORMANCE APPRAISAL SYSTEM AMONG THE BANK MANAGERS IN RATHNAPURA DISTRICT

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A STUDY ON THE INTENTION TO USE E-PERFORMANCE APPRAISAL SYSTEM AMONG THE BANK MANAGERS IN RATHNAPURA DISTRICT

A Thesis Submitted to the Faculty of Management Studies, Sabaragamuwa University of Sri Lanka in Partial Fulfillment of the Requirements for the Honours Degree of Bachelor of Science in Business Management

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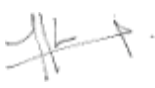
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ABSTRACT

The usage of new technology to drive in HRM is a challenge for most organizations. Electronic Performance Appraisal systems are a function of E-HRM. EPA system is being used by many organizations to evaluate the employees' performance. The literature review analysis indicates that there has been limited research to determine the EPA system. Therefore, the current study attempts to investigate the impact of perceived ease of use, perceived usefulness on the behavioral intention with the mediating effect of attitude to use the EPA system by drawing insights from the Technology Acceptance Model. It follows the deductive approach and quantitative methodology. The survey questionnaire used validated measuring instruments. This study carried out by distributing 125 questionnaires among the bank managers who worked in selected 14 banks in Rathnapura district. In this study used simple random sampling method for selecting sample. The results of the study suggested that the behavioral intention of the EPA system has a significant impact on perceived ease of use, perceived usefulness, and attitude to use. Furthermore, the results of the mediated regression analysis supported the mediating effect of attitude to use. As the results, researcher found that the attitude to use EPA system plays the role of mediation as partially and fully in between the independent variables and dependent variable. Moreover, the results of the study suggest the management, supervisors, and employees to enhance the use of the EPA system in the organizations. Also, the current study contributes to the existing knowledge in the context of the EPA system and can recommend targeting other respondents from other industries. Further, it will help future researchers to increase existing knowledge and future researchers can conduct the researchers by using different contexts.

Keywords: Attitude to Use, Banking Sector, Behavioral Intention, Electronic Performance Appraisal system; Perceived Ease of Use; Perceived Usefulness; Technology Acceptance Model

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LIST OF ABBREVIATIONS

HR – Human Resources

HRM – Human Resource Management

E-HRM _ Electronic Human Resource Management

EPA – Electronic Performance Appraisal

TAM – Technology Acceptance Model

IT – Information Technology

ICT – Information and Communication Technologies

CHAPTER ONE

INTRODUCTION

1.1 Introduction

Purpose of this chapter is to provide a basic idea about the present research and it includes the background of the study, problem statement, research questions, objectives of the research, the significance of the study, and the summary.

1.2 Background of the Study

Human resources (HR) is the most important, valuable, and critical resource in the organization. They can make or break the company and produce results that are stunningly better than other resources. Their performance directly influences organizational performance and organizations' wealth. Shaumya and Arulrajah (2018) have pointed out HR is probably one of the most complex aspects of running an organization's operations both in the public and private sectors of the world. And also, they should be managed by an organization that is good for employees as well as organizations. Human Resource Management (HRM) refers to the efficient and effective utilization of HR to achieve organizational goals through the functions of HRM (Serasinghe & Opatha, 2007). Further, Armstrong (2010) has pointed out that HRM can be described as a strategic, integrated, and coherent approach to employment, development, and well-being of the working in the organization. To meet the challenges and competitive advantage of the current business environment, every organizations' managers should recognize the potential of human resources.

Environmental change and information technology change become a more complicated issue that the world is facing today. Galhena and Liyanage (2014) have argued that from the beginning of the 21st century, Information Technology (IT) began to change the way people living, working, communicating, and organizing the activities.

Information and communication technology (ICT) is an umbrella term for technologies combined with the internet, social media, mobile communications, and computers that allow the organization to renovate its internal method, processes, core competencies, and related markets on a global scale. The world is experiencing a major acceleration in the development of new technologies in various sectors, especially in the manufacturing and servicing sectors (Alsamydai, 2014). Further, Kumar and Priyanka (2014) have pointed out, the internet has changed the world in numerous ways which impacted various walks of life. Organizations in Sri Lanka are also experiencing the development of new technologies in various sectors. Moreover, the advancement of technology impacts various business operations and functions of the organizations, and also the growth in the number of internet users is affecting several human resources operations and functions. HR departments in various organizations are seeking to adapt to these kinds of new technologies (Giri et al., 2019). Nowadays, the internet is observed that HRM functions can be transformed and integrated into digital forms. The use of electronic technology in HRM or HRM electronically is called as e-HRM. E-HRM is a modern type of management practice that embraces the fast-changing world, adapts its renewable technology, Information, and connectivity to fulfill its functions (Shaumya & Arulrajah, 2018). E-HRM focuses on conducting business transactions using the internet along with all technology. Most of the E-HRM functions reduce the negative impact of the environment and it mainly focuses on paperless offices and reduces the carbon footprint of the organization. For example, online recruitment, e-interview, online training, e-learning, e-performance appraisal, etc.

Performance appraisal is an analysis of employees' recent successes and failures, personal strengths and weaknesses, and suitability for promotion or further training (Thasleem & Anjula, 2018). It is a process in which the contribution of employees to the organization is assessed over a specified period. It is concerned as to how far and how well employees perform their jobs. It refers to all the procedures used to assess the personality, the performance, and the potential of the members of its group (Karak & Sen, 2019). All organizations are interested in it because the evaluation will allow the operator to know the results of operating issues (Karunakaran et al., 2018). Karak and Sen (2019) have argued that the success of an organization, depends on its ability to assess the performance of its members accurately. Organizational success lies in the hands of the employees who make every effort to be successful in their field of work.

Therefore, a sound performance management system is essential to ensure the success of the organization. As well as, rewarding good performance and identifying training needs become a very important aspect of the overall performance appraisal process. Since, performance appraisal is the primary method of evaluating workers, the primary concern of managers and organizations is to gain a first-hand understanding of the challenges faced by modern workers (Al-Ralsi, 2011).

E-HR allows the whole performance appraisal to be conducted online on the corporate internet interface (Panayotopoulou et al., 2007). It can be identified as, e-performance evaluation, e-performance appraisal, online performance appraisal, e-performance review. E-performance is a technology, interactive model, and tool that target online learning and development activities and it is easy-to-use, web-based, self-service solution designed as a self-service application for the managers and employees to collaboratively plan performance, behaviors, and competencies (Al-Ralsi, 2011). E-Performance Appraisal (EPA) is an automated performance appraisal system that enables the employee to write their self-appraisal, allow managers to write their performance appraisals. Ai-Ralsi et al. (2011) suggest that "the EPA system is a competency-based system that measures people not only on goal attainment but on the very competencies that are required for their role". The EPA system allows managers' ability to collect performance data over the entire review period.

And also, due to the rapid expansion of IT applications such as software in the recent past. This mainly impacts information-intensive industries, such as banking. The banking sector extremely benefited from the internet such as productivity enhancement, innovative products, real-time information systems, and efficient risk management. The banking sector is one sector where the great extent of attention is being paid to performance appraisal system (Samal, 2015). Several of the nationalized banks have changed their performance appraisal method into the EPA system and in the process of changing them (Chawdhury, 2008 as cited in Samal, 2015). Several of banks have used self-appraisal as the performance appraisal part. T.V Rao (2008) as cited in Samal, (2015) has mentioned the most of public sector banks follow the traditional method of appraisal and few banks have moved to trait based appraisals. Furthermore, the private bank employees perceived greater fairness and satisfaction level with the performance appraisal system with comparing the public sector bank employees.

The internet has dramatically changed with the business practices in Sri Lanka also, since, the Sri Lankan economy is affected by globalization. As E-HRM is a result of the internet, this study focuses on the EPA system in the banking sector in Sri Lanka to identify the bank managers' intention to use the EPA system in Rathnapura district.

1.3 Problem Statement

Organizations are naturally interested in evaluating the performance of their employees. Since, the employees' performance helps to set the organization's goals and objectives, to identify improvements of overall employees' performance. The rapid development of technology and usage of the internet and computer technology has brought outstanding changes to our economy, society, and culture (Yusliza & Ramayah, 2011). With the advancement of these technologies, E-HRM has emerged in the business world. Using the E-HRM technology is a way of implementing HR strategies, policies, and practices and it supports the HR functions to comply with the HR needs of the organization (Ruel et al., 2004). The EPA system has become a function of e-HRM to support business processes. Several studies have studied the EPA system of organizations and some organizations have suggested that EPA may benefit both organizations and their employees (Alder, 2001). Schleicher et al. (2018) have pointed out there is a need for research in the field within the performance appraisal system and with employee and manager participation. Limited research has examined the HR managers' reactions to the online performance appraisal system. Payne et al. (2009) argued that researchers should examine the supervisors and HR managers' reactions to the EPA system. By considering those researcher has identified, there is a gap in this knowledge about the reaction of EPA among the managers.

Rathnapura Urban development plan (2018), was mentioned that potentially of Rathnapura district area to provide a strong economic and environment base to Sri Lanka in the long run. Moreover, it is located in a regionally important landmark which maintains the direct connection with Eastern, Southern and Central province in the Island. In response to that, Rathnapura district contributed to the economy through different industries with using new technologies. Therefore, the researcher has selected the banks' branch managers in Rathnapura district to fill the gap in the current study. Because, branch managers have to play a key role in their organization and they possess professional knowledge and technical expertise, which are essential to smooth function

of the organization (Akuratiyagama & Opatha, 2004). It seems there is a gap in this knowledge about the intention to use the EPA system in banking sector. And also, there is less attention has been made to the impact of attitude to use, and perceived usefulness, perceived ease of use in predicting the intention to use the EPA system. So, there is no prior research carried out about the EPA system in the banking sector in the Sri Lankan context. By considering all the things which the researcher has pointed out, the researcher has formulated the research problem of the current study as,

"What is the intention to use the E-Performance Appraisal system among the Bank managers in Rathnapura district in Sri Lanka?"

1.4 Research Questions

Some research have found in literature about the applications of the Technology Acceptance Model (TAM) in different areas such as commerce, online purchase, e-vendor by consumers, or by on the web (Alsamydai, 2014). Moreover, prior researches have shown that TAM applies to E-HRM, E-recruitment, E-learning, mobile banking (Giri et al., 2019; Alsamydai, 2014; Park, 2009; Monavarian et al., 2010; Weng et al., 2018). This study attempts to investigate the affect users' behavioral intentions on EPA system and researcher taken the TAM as the base model with four antecedents of perceived ease of use, perceived usefulness, attitude to use and behavioral intention. In addition to that, in the Sri Lankan context, no research has been conducted to test the mediating effect towards the intention to use EPA system. Then, researcher set attitude to use as the mediate factor. Based on that, this study expects to answer the following research questions:

1. Does perceived ease of use impact on attitude to use EPA systems among the bank managers in Rathnapura district?

2. Does perceived usefulness impact on attitude to use EPA systems among the bank managers in Rathnapura district?

3. Does perceived ease of use impact on behavioral intention to use EPA systems among the bank managers in Rathnapura district?

4. Does perceived usefulness impact on behavioral intention to use the EPA system among the bank managers in Rathnapura district?

5. Does the attitude to use impact on behavioral intention to use the EPA system among the bank managers in Rathnapura district?

6. Does attitude to use mediate between the perceived ease of use and behavioral intention to use EPA system among bank managers in Rathnapura district?

7. Does attitude to use mediate between the perceived usefulness and behavioral intention to use EPA system among the bank managers in Rathnapura district?

1.5 Research Objectives

Based on the research questions, the researcher has developed research objectives for each research question. Those objectives are as follows;

1. To find out whether there is an impact of the perceived ease of use on attitude to use EPA system among the bank managers in Rathnapura district.

2. To find out whether there is an impact of the perceived usefulness on attitude to use EPA system among the bank managers in Rathnapura district.

3. To find out whether there is an impact of the perceived ease of use on behavioral intention to use EPA system among the bank managers in Rathnapura district.

4. to find out whether there is an impact of the perceived usefulness on behavioral intention to use EPA system among the bank managers in Rathnapura district.

5. To find out whether there is an impact of the attitude to use on behavioral intention to use EPA system among the bank managers in Rathnapura district.

6. To find out whether attitude to use mediates between the perceived ease of use and behavioral intention to use EPA system among the bank managers in Rathnapura district.

7. To find out whether attitude to use mediates between the perceived usefulness and behavioral intention to use EPA system among the bank managers in Rathnapura district.

1.6 Research Hypotheses

Based on the theoretical background of the TAM model, the researcher deduces the hypotheses as follows;

H_{1A}: Perceived ease of use impacts on attitude to use the EPA system among the bank managers in Rathnapura district.

H_{1B}: Perceived usefulness impacts attitude to use the EPA system among the bank managers in Rathnapura district.

H_{1C}: Perceived ease of use impacts behavioral intention to use the EPA system among the bank managers in Rathnapura district.

H_{1D}: Perceived usefulness impacts behavioral intention to use the EPA system among the bank managers in Rathnapura district.

H_{1E}: Attitude to use impacts behavioral intention to use the EPA system among the bank managers in Rathnapura district.

H_{1F}: Attitude to use plays a mediating role between the perceived ease of use and behavioral intention to use the EPA system among the bank managers in Rathnapura district.

H_{1G}: Attitude to use plays a mediating role between the perceived usefulness and behavioral intention to use EPA system among the bank managers in Rathnapura district.

1.7 Significance of the Study

By conducting the current study has identified several significances with relating to managerially as well as theoretically.

1.7.1 Managerial Significance

EPA is more important to the business world than it was in the past because as time goes on it has changed due to the new technology. There are limited research which have been done specially for the employees' intention to use the EPA system. Nevertheless, this study provided a body of knowledge about the EPA system and that finding would develop knowledge of existing practice in the banking sector. The purpose of this research is to identify the bank managers' intention to use the EPA system in Rathnapura District. Hence, this study directs to do a comparison of these findings with another context. In addition, by utilizing this knowledge, organizations' managers can identify their employees' level of performance and if the level is not expected level they can formulate strategies to uplift the level of employees'

performance. then organization can run their activities smoothly. For that reason, there is potential for practical application in the development of EPA system.

1.7.2 Theoretical Significance

This research finding gives many advantages to many parties such as human resource managers to form their strategy and provide guidance to the policymakers to develop policies, procedures, programs, and standards to increase productivity. These findings may be useful to expand the organization. Then current study provides fresh knowledge to the readers. Finally, this knowledge would further contribute as a useful source for future research regarding this subject matter. The results of the study demonstrated that TAM constructs had a direct and indirect effect on bank managers' behavioral intention to use EPA system. In sum the findings of this study will provide new insights regarding the EPA system to existing research. These findings are helpful to reveal the major factors influence users' attitudes and intentions to use EPA system and to quantify the impacts of these factors on them.

1.8 Limitation of the Study

The researcher had to face several problems when conducting the current study due to unexpected reasons.

Here the researcher selected the banks in Rathnapura district as the research site that can be considered as a limitation of the study. Hence, this model and the results may not extent to people in other countries or on other industries. In addition, as the respondents in this study mainly cover only branch managers in selected bank in Rathnapura district. Furthermore, the current findings can't generalize to the whole country and the entire banking sector in Sri Lanka.

There are many factors affecting to the behavioral intention. However, in this study have shown that the four antecedents only, such as perceived ease of use, perceived usefulness, attitude to use and behavioral intention towards EPA system.

Apart from that, the researcher used a cross-sectional questionnaire to collect the data therefore the researcher believes the emotional situation of respondents may have influenced. As well as the perception errors and the COVID -19 Pandemic situation can be considered as major limitations.

1.9 Chapter Organization

The main purpose of this part is to deliver a better overview of all the chapters in the entire research and provide an introduction to each chapter briefly.

Chapter one is the first chapter that provides an overall concept for this study. In this chapter, the researcher has mentioned the theoretical background of the study, and based on it researcher has identified the research problem. It also has mentioned research objectives, research questions, research hypotheses, and the significance of the study which provide the direction of the following chapters. Chapter two reviews all relevant attributes of the independent variables, mediator and the dependent variable. In this chapter, the researcher has reviewed pervious research articles has done by the researchers which are related to the dependent variable and independent variables of the current study. It discussed the literature review of the theories which linked to this study. Chapter three is about the research methodology used for this study. This chapter is one of the most significant parts of the study. It comprises with research site and rationale, conceptual framework, conceptualization and operationalization, research design, research approach, sources of data, data presentation tools, the time frame of the research study. Chapter four demonstrates the patterns of the results through statistical techniques and included the analysis part of the collected data by using analyzing instruments and interpret the output results through relevant tables and figures. It then analyses those results to justify the research questions and hypotheses. Chapter five summarized the findings of the study according to the analysis results and mention whether the objectives of this study have been achieved or not. Further, future research, recommendations, and limitation of this study will be mentioned.

1.10 Chapter Summary

The main aim of this part is to provide a better overview of chapter one. Within this chapter, the background of the study and problem statement was discussed. Furthermore, it has developed the research questions and research objectives based on the research problem. Also, this chapter tried to identify the significance and limitations of the study. The next chapter deals with illustrating the literature and theoretical background related to the research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter summarizes the information from other researchers who have carried out their research in the same field of study. This section illustrates the previous literature and theories supported by the independent variables; perceived usefulness, perceived ease of use, and dependent variable; behavioral intention to use EPA system with the mediator; attitude to use.

2.2 An Overview of E- Performance Appraisal System

EPA system has become one of the major studied topics over the last decades in the organizational setting because of the performance management effectively supports by providing timely and relative information from within and outside the enterprise to key executives and operational management (AI-Ralsi et al., 2011). Recently, the EPA system has been studied by some researchers and previous studies on EAP have been conducted by various researchers in developed countries. Previous scholars have defined the EPA system in different ways. Almost certainly, they were defined and assessed as a software program that facilitates the completion of performance evaluation online (Payne et al., 2008). Furthermore, an early study conducted by Njeje et al. (2018) on the EPA system has been used in organizations for assessing performance through electronic means. AI-Ralsi et al. (2011) have defined the EPA system as the planning, implementation, and application of information technology in managing the performance appraisal system. It is a part of the E-HRM or HR information system (HRIS) to support the business process in the organization (Njeje et al., 2018).

EPA system is a web-based tool that has been designed to make performance reviews easier in organizations (Ravisha & Pakkeerappa, 2013). However, the definition of EPA has been generalized by Seton Hall University and is defined as "an automated appraisal system that enables employees to write self-appraisals, allows managers to write performance appraisals, get input from others such as committee members, as well as set goals for the next performance year". Supervisors can use the tools which include in the EPA system to evaluate employees based on a variety of criteria which allows the user to rank different categories (Ashe-Edmunds, n.d.). As well as, supervisors can identify if a candidate has the right qualities for the job and can be given the training and development they need to succeed (AI-Ralsi et al.,2011). Other than that, Payne et al. (2008) have highlighted as the EPA system can be a Managerial Self-Service (MSS) tool such that only managers have access to this system or it can be a combination of MSS and Employee Self-Service (ESS). In which employees also have access and can provide information into the system.

Moreover, a study by AI-Ralsi et al. (2011) in the United Arab Emirates (UAE) has focused and examined the effect of the EPA system on the effectiveness of the government organization's employees and the user's perception of the employee EPA system. It facilitates the evaluating of employee performance by supervisors or organizations and the intention to use the EPA system in government organizations. Payne et al. (2008) have examined to compare the online performance appraisal system and traditional paper and pencil approach and the influence of the EPA system on employees' reactions to their performance appraisal. Njeje et al. (2018) have examined the effect of the EPA system on employee performance and the influences of the EPA system on organization performance.

Performance appraisal serves as an important tool for achieving corporate competitive HRM strategy. For instance, AI-Ralsi et al. (2011) have pointed out EPA increases organization business success by driving and fostering employee engagement with business objectives and that enables them to identify, plan, observe, improve and reward performance. Other than that, the EPA system provides flexible application components to develop and establish individual performance policies, long term performance management objectives, and performance-oriented compensation strategies (Njeje et al., 2018). EPA system aims to fulfill the features of modern

performance management concepts and leadoff for major changes in the work culture. There are several reasons why organizations use the EPA system as an economic necessity. Some researchers have suggested that EPA may benefit both employees and the organization. For example, Alder (2001) has indicated the EPA system can help increase employees' productivity, reduce costs, and improve quality and services. Payne et al. (2008) have pointed out EPA system has allowed HR managers to monitor the extent to which supervisors complete their employees' performance assessment on time, also, it is easier to examine the trends in performance appraisal. Ravisha and Pakkeerappa (2013) have argued that the EPA system has benefits for the organization, managers, and employees in several ways. For instance, EPA improves the organizational performance, employee retention, and loyalty, improved productivity, cost advantages, as well as the managers, experience instant feedback on individual employee performance and easy to upload and edit the performance feedback from previous to then. And also can clarify employees' expectation and self-assessment opportunity clearly defines the career path and promotes job satisfaction (Ravisha & Pakkeerappa, 2013; Alder, 2001). EPA system also enhances the data collection and analysis method that needs to management for gather and analyze the data (Njeje et al., 2018). Other than that, the EAP system enables employees' feedback that is essential for every employee's growth and motivation within the organization and it enhances to protect organization legally (Bharti, 2015 as cited in Njeje et al., 2018). Similarly, it enables to monitor and compare group level and unit level performance as regards the criteria such as tardiness, attendance, grievances, satisfaction and turn over (Rondeau , 2018).

2.3 An Overview of the Technology Acceptance Model (TAM)

The technology acceptance model is a framework developed by Fred. D. Davis in 1986 which has proposed to predict or clarify the factor affecting IT use (Weng et al., 2018; Park, 2009). TAM was adapted from the Theory of Reasoned Action (TRA) to explain computer usage behavior (Harryanto et al., 2018; Monavarian et al., 2010). The most well-known and widely accepted and cited model is the TAM and it was developed to explain the usage and acceptance of technology such as computer and information technology (AI-Ralsi et al., 2011). Njeje et al. (2018) has argued that TAM is the information system theory that indicated how users come to accept and use technology broadly. Smilarly, Zhao, and Wang (2020) have cited as the TAM was developed to

describe the behavior of the users to accept or refuse the use of new technology. Monavarian et al. (2010) have pointed out the main purpose of TAM was to provide an explanation of the determinations of computer acceptance and explaining user behavior across a broad range of end-user computing technologies and user populations. Moreover, Yusoff et al., (2010) and Park (2009) has argued TAM's key purpose is to provide a basis for discovering the influence of external variables on internal beliefs, attitudes, intentions, and usage. The TAM has formulated to achieve these purposes by defining a small number of key variables (Davis et al., 1989). This model helps to understand the level of acceptance as well as the attitude towards the specific IT system adapted by the organization (Giri et al., 2019). Also, TAM attempts to analyze the user's action by using a new technology system by first measuring the degree of user acceptance of new technology.

Several empirical studies have examined a tested TAM as a model to explain how people adopt and use EPA systems under different conditions. AI-Ralsi et al., (2011) have focused on user adaption as it relates to e-performance with the TAM. Based on the TAM this research investigated the user perception in regards to e-performance with a specific focus on performance measurement, e-performance measurement, performance assessment, e-performance assessment, and performance standards. According to that, they found that significant impact of system quality on system usage within the latter measured in terms ease of use. Njeje et al. (2018) stated that there was a need to investigate how the TAM would be used to guide the conceptualization of the information systems' adaption in Saccos. Based on the theory this research focused on the adaption would be used to measure the actual usage of IT in HRM functions especially in performance management within the organization. The TAM has been used to differentiate the use of technology between experienced users as well as inexperienced users (Giri et al,2019).

Likewise, by reviewing the literature, it is to be noted that there are two most important individual beliefs about using new technology are perceived usefulness and perceived ease of use that can explain individual's intention to use new technology (Giri et al., 2019; Weng et al., 2018; AI-Ralsi et al., 2011; Monavarian et al., 2010; Amoroso & Hunsinger, 2009; Davis, 1989). Neverthless, Alsamydai (2014) has pointed out the TAM has contained five factors: perceived ease of use (PEOU), perceived usefulness

(PU), behavioral intention (BI), attitude, and actual use. Yusoff et al. (2010) have argued perceived usefulness and perceived ease of use determine the user's attitude toward user intention to use and actual usage of information system. However, TAM assumes that perceived usefulness and perceived ease of use are of primary relevance to the acceptance of computers (Davis et al., 1989). Furthermore, Giri et al. (2019) have identified those factors are based on the employees' perception while using the new technology and a positive perception would contribute to the actual usage of the system. According to the TAM, the actual use of a technology system is directly and indirectly affected by the user's behavioral intention, attitude towards behavior (attitude to use), perceived usefulness of the system, and perceived ease of use (Park, 2009).

2.3.1 Variables Related to this Study

2.3.1.1 Behavioral Intention

The behavioral intention has been defined as a measure of the extent of one's intention to perform a certain behavior (Fishbein & Ajzen, 1975 as cited in Alsamydai, 2014) which is a tendency of a person's behavior in doing new technology (Harryanto et al., 2018). It is a subjective probability of a person committing a specific behavior which determining factor in actual behavior (Choshaly & Tih, 2017). Similarly, Amoroso and Hunsinger (2009) have pointed out it is a measure of the strength of an individual's intention to perform specified behavior. According to Alsamydai (2014) behavioral intention refers to the willingness of a person to conduct or not to carry out a certain future behavior. Based on the TAM model, behavioral intention determined the human action of an information system. Davis et al. (1989) have pointed out it is a positive or negative feeling of the individual about target behavior. Behavioral intention is the dependent variable that predicts the actual usage of a specific skill that will lead to attitude formation (Durodolu, 2016). The TAM argues that behavioral intention determines the actual usage of the systems and behavioral intention is determined by both attitude and perceived usefulness (Amoroso & Hunsinger, 2009).

2.3.1.2 Perceived Usefulness

The perceived usefulness has been defined as the subjective probability of the prospective user that using a specific application system will improve the efficiency of the user within the organization (Davis et al., 1989). Similarly, AI-Ralsi et al. (2011)

have been defined as the perceived usefulness as a subjective perception by the users of the ability of a computer to enhance job performance when completing a task. Also, a system at a high in perceived usefulness is one for which the user believes in the existence of a positive user performance relationship (Monavarian et al., 2010). It is a measure by which the use of technology is expected to provide benefits to the individual who uses it and the perception of usefulness as a subjective ability of future users when using a particular application (Harryanto et al., 2018).

2.3.1.3 Perceived Ease of Use

AI-Ralsi et al. (2011) have been defined the perceived ease of use as the user's subjective perception of the effortlessness of a computer system and Amoroso and Hunsinger (2009) have been defined as the degree to which an individual believes it would be free of physical and mental effort to use a particular system. It is a measure where a person believes a computer can be easily understood and used (Harryanto et al., 2018) which refers to the perceived easiness of the user to use an information system. Similarly, Davis (1989) has pointed out the users are more likely to consider an application that is considered to be easier to use than another. Alsamydai (2014) has pointed out it may also lead to the enhancement of a person's performance instrumentally.

2.3.1.4 Attitude to Use

The attitude to use refers to the extent to which an individual has a favorable or unfavorable evaluation or appraisal of the behavior in questions and it is a measure of positive or negative value about behavior (Ajzen, 1991). It is determined by users' outstanding confidence in the consequences of performing the behavior compounded by the evaluation of the outcome (Davis et al.,1989). Users' attitude significantly affects their intention to follow a particular technology (Robey,1979 as cited in Giri et al. 2019). According to the TAM Attitude of the users significantly affects the behavioral intention of new technology (Alsamydai, 2014; Giri et al., 2019).

2.4 The Mediating Role of Attitude to Use

Numerous empirical studies have found that perceived usefulness and perceived ease of use had an impact on both attitudes toward behavior and intention to use new technology (Park, 2009; Weng et al., 2018). Neverthless, Giri et al. (2019) have pointed

out the attitude to use significantly affected the intention of adopting a particular technology. Likewise, Al-Raisi and Nasser (2011) have indicated that attitude to use has an indirect influence affect on the actual usage or intention. Moreover, Perceived ease of use and perceived usefulness have a direct effect on the attitude to use and an indirect effect on the behavioral intention of using a certain technology (Giri et al., 2019). Furthermore, they have remarked that the perceived ease of use is responsible for affecting the attitude of employees. By reviewing the literature, the researcher found that some researchers have done their study considering the attitude as a mediate variable (Zhao & Wang, 2020; Zhao et al., 2018). In line with that, Davis (1986) has observed the attitude to use as a mediator factor between the perceived usefulness, perceived ease of use, and behavior intention to use. In addition to that, in the study of behavioral intention, the attitude was commonly recognized as a variable affecting behavioral readiness. Similarly, the researcher has chosen attitude as the mediating variable (Zhao & Wang, 2020; Zhao et al., 2018). In line with that, attitude to use plays a partial mediating role between perceived usefulness and behavior intention and also between the perceived ease of use and behavioral intention (Zhao, Fang, & Jin, 2018). Other than that, there are very few research studies which were examined the mediating effect of attitude to use the behavior.

Apart from that, the prior researchers indicated that perceived usefulness is influenced by the perceived ease of use (Monavarian et al., 2010). Similarly, AI-Ralsi et al. (2011) have pointed out that perceived ease of use affects the perceived usefulness, thus having an indirect effect on user's technology acceptance. In addition to that, in the Sri Lankan context, no researchers have been conducted to test the intention to use the EPA system among bank managers. Therefore, it is worth to test the gap in context of intention to use the EPA system among the bank managers in Sri Lanka and what is the effect of mediator.

2.5 Chapter Summary

This chapter provides the literature background on the current research context. This displays the meanings of the variables of dependent and independent variables and arguments of prominent authors of the area. To emphasize the literature, the researcher referred to the insights provided in the Technology Acceptance Model. The methodology part of the research study will be discussed in the next chapter.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on expanding the methodology section of the research which clearly defines the research methods used to conduct this study. This includes the rationale for site selection along with the company overview, theoretical coherent for hypothesis development (conceptual framework), conceptualization and operationalization, the research approach, research design, sample design, sources of data, data collection process, data presentation tools, and data analysis techniques. Finally, the time frame and the research ethics adopted in the process are also discussed.

3.2 Research Site and the Rationale for Site Selection

The focus of this research is the intention of EPA systems among the bank managers in Rathnapura district. The banking sector in Sri Lanka, comprising Licensed Commercial Banks (LCBs) and Licensed Specialized Banks (LSBs), dominates the financial system and accounts for the largest share of total assets in the financial system. Banks play a critical role in the Sri Lankan financial system, as they are engaged in providing liquidity to the economy as a whole, thus adjusting the risk characteristics of assets (Central Bank of Sri Lanka, 2019).

Rathnapura district is a district in Sabaragamuwa Province. Historically, it is known as the country's hub for gem trade and industry (Urban Development Authority, Ratapura Development Plan, 2019). Rathnapura area contributed to the economy through various industries. Out of them, the banking sector gives growing importance to Rathnapura district.

According to the Central Bank of Sri Lanka (2019), there are 148 of banks in Rathnapura district. Out of all the private and public banks in Rathnapura district, involving entire banks is practically impossible. Hence, a sample was taken as selected banks that have high ratings among all the banks in Rathnapura district. Commercial Bank, DFCC Bank, Cargill Bank, National Savings Bank, Bank of Ceylon, People's Bank, Hatton National Bank, Sampath Bank, Seylan Bank, National Development Bank, Amana Bank, Nation Trust Bank, Pan Asia Bank, and Union Bank have high ratings among all the banks in Sri Lanka. When collecting the data from banks, it is facilitating access to information by saving time. And also, by considering the above-mentioned explanation, the researcher has been selected those banks in Rathnapura district as the research site in this study.

3.3 Conceptualization and operationalization

3.3.1 Conceptualization

This study is focused on the major constructions which are called behavioral intention, perceived usefulness, perceived ease of use, and attitude to use.

Table 3. 1 conceptualization

Variable	Definition	Source
Behavioral Intention	The degree to which a person has formulated conscious plans regarding whether to perform a specified future behavior	(Chao, 2019, p. 3)
Perceived Usefulness	The degree to which a person believes that using a particular system would enhance his or her job performance	(Davis et al., 1989, p. 320)
Perceived Ease of Use	The degree to which the prospective user expects the target system to be free of effort	(Davis et al., 1989, p. 320)
Attitude to use	A positive or negative evaluation of people objects event, activities, ideas or just about anything in the environment	(Alsamydai, 2014, p. 2020)

Source: Developed by the researcher based on literature, 2020

3.3.2 Conceptual Framework

In this study, the TAM model was divided into four parts, such as perceived usefulness, perceived ease of use, attitude to use, and behavioral intention, as indicated Figure 3.1. Here explained the relationship among the independent variables and dependent variable with a mediator. In this study, the basic independent variables are perceived usefulness and perceived ease of use. Meanwhile, behavioral intention is intended to be the dependent variable, and the attitude to use has been recognized as a mediating variable.
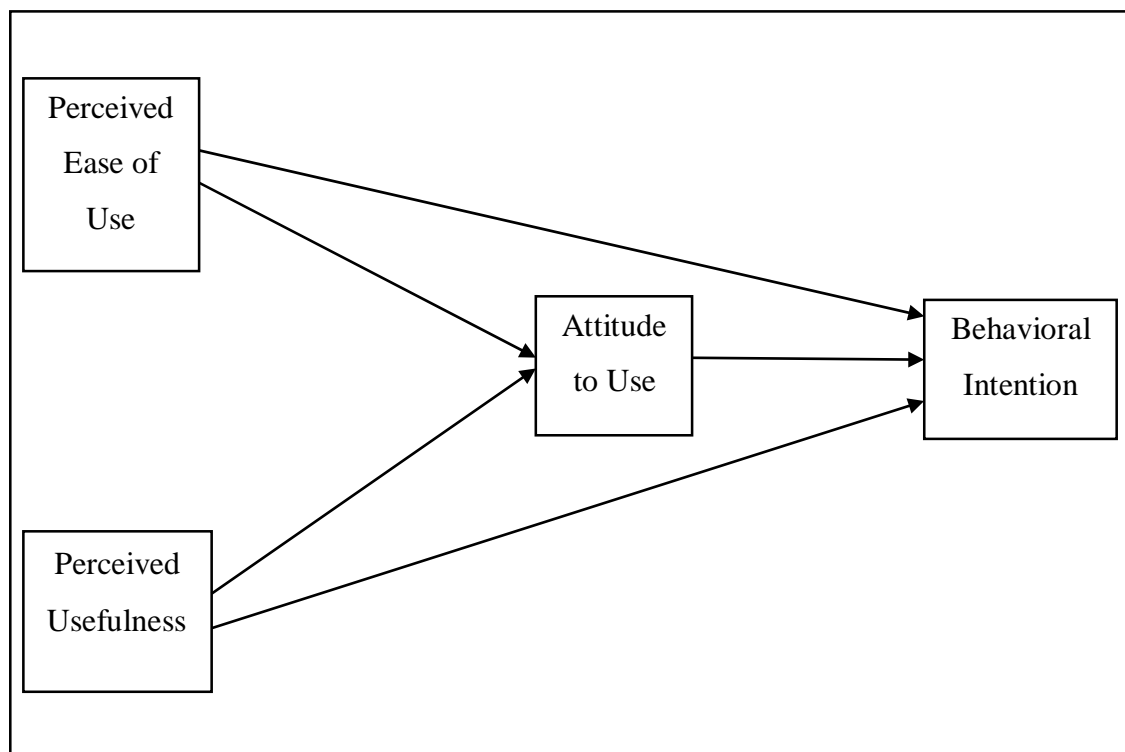
Figure 3. 1 Conceptual Framework
Source: Developed by the researcher based on literature, 2020

As per figure 3.1, this conceptual framework shows the relationship among the perceived ease of use, perceived usefulness, and behavioral intention with the effect of mediator of attitude to use.

3.3.3 Operationalization

Table 3. 2 Operationalization

Variable	Source	Indicator	Question Numbers
Perceived Ease of Use	(Weng et al., 2018)	The effort to be skillful	5
		Easy to apply	6
		Easy and understandable	7
		More flexible	8
Perceived Usefulness	(Park, 2009)	Employee performance	9
		Increase productivity	10
		Makes job easier	11
Attitude to Use	(Weng et al., 2018)	Good to organization	12
		Favorable	13
		Positive influence	14
		Valuable	15
		Trend	16
Behavioral Intention	(Weng et al., 2018)	Tend to use	17
		Increase the occurrence	18
		Love to use	19
		Enhance employees' working interest	20
		Provide appraisal on performance	21

Source: Developed by the researcher based on literature: 2020

3.4 Research Philosophy

The researcher collected data to develop hypotheses through the existing data. Also, the findings of this research may be generalized to the entire population of the study and it predicts the human behavior of the whole population. Hence, the researcher has used the philosophy of positivism in the current study.

3.5 Research Approach

This research study conducted to test a theory by developing hypotheses by collecting data from the questionnaires. This study is quantitative research. Therefore, the current research was conducted based on the deductive reasoning approach. The researcher developed a model based on the TAM model developed by Davis (1989). Based on the model, the researcher comes to a reasonable conclusion after finding out the intention to use the EPA system among the managers in the banking sector by testing the hypothesis.

3.6 Research Design

3.6.1 Research Purpose

The purpose of current research is an explanatory study hence the researcher intended to investigate the impact of independent variables (Perceived Ease of Use and Perceived Usefulness) on the dependent variable (Behavioral Intention) as well as the mediating effect of attitude to use.

3.6.2 Research Strategy

The survey strategy is usually associated with the deductive approach and it is a popular strategy in business and management research. The researcher applied the survey strategy for the current research study since this study was conducted in a deductive approach.

3.6.3 Research Method

If the study used a single data collecting technique and data analyzing procedure either in the quantitative or qualitative methodology it is known as the mono method. In the current study, the researcher used the mono method hence the quantitative data collect by using only the questionnaire.

3.6.4 Unit of Analysis

The purpose of this research was to identify the behavioral intention to use the EPA system among the bank managers in Rathnapura district. In this study, gathered data from each individual and consider the response of each bank managers as an individual data source. Therefore, the unit of analysis was at an individual level of managerial employees in the banking sector in Rathnapura district.

3.6.5 Time Horizon

When the researcher gathers data, more than one time to answer research questions, are called longitudinal studies. When the researcher collects data only one time, are called as cross-sectional. Here, the time horizon of collecting data of the study was cross-sectional, thus the researcher intended to gather the data from target respondents at once.

3.7 Population and Sampling

In this study, the population of the research was the branch managers in the banking sector in Rathnapura district. At the time of the study, there are 148 banks branches operating in Rathnapura district as indicated in the Central Bank report (2019). Sample consisted of 125 bank branch managers in selected banks in Rathnapura district. The lists of bank branches of each selected bank within Rathnapura district served as the sampling frame which the sample has selected randomly. The researcher has used simple random sampling method as a sampling technique.

3.8 Source of Data

In the current study, the researcher obtained the bank managers' perceptions and directly through the self-administered questionnaire, not from the source already written, published, or unpublished. Hence, the primary source of data has been used by current research.

3.9 Method of Data Collection and Instruments

This study collected primary data using a self-administered questionnaire to generate quantitative data. The questionnaire was divided into two parts as the demographics part and part two looked at EPA practices in the Bank. The questionnaire was used the standard scales of Perceived Usefulness, Perceived Ease of Use, Attitude to use, and Behavioral Intention. The questionnaire consists of 4 items for perceived ease of use, 3 items for perceived usefulness, 5 items for attitude to use, and 4 items for behavior intention. Those items were measures on a Five-point Likert response scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

3.10 Reliability and Validity of the Measuring Instruments

3.10.1 Reliability

The measuring instruments used in the current study were adapted from the study done by Park (2009) and Weng et al., (2018). Under that, this study is based on the two independents variable and one dependent variable and also a mediator. The measuring

instrument of perceived usefulness chosen from the study of Park (2009) and other variables of perceived ease of use, behavioral intention, and attitude to use's measuring instruments adopted from the study of Weng et al., (2018). The Cronbach's alpha values for each scale are as follows,

Table 3. 3 Reliability Analysis

Variables	Cronbach's Alpha Coefficient
Perceived ease of use	0.89
Perceived usefulness	0.88
Attitude to use	0.89
Behavioral intention	0.91

Source: (Park, 2009), (Weng et al., 2018)

3.10.2 Validity

To test the validity of the measuring instrument, the previous researcher has used the KMO and Bartlett's test. Under the Park (2009), the validity of perceived usefulness is greater than the 0.7 and other variables' measuring instruments also validated as the study of Weng et al. (2018) mentioned.

3.11 Data Presentation and Data Analysis Technique

The researcher used both descriptive statistical and inferential statistical techniques to analyze the data, as the techniques of data presentation and analysis and used the regression analysis and mediating effect analysis methods to analyze the collected data. The researcher has applied IBM SPSS version 21.0 and Minitab17.0 to analyze the collected data. To analyze the mediator effect researcher has used the IBM SPSS Amos 23. The researcher has used Pie charts, Bar charts, and Tables to present information about the questionnaire.

3.12 Chapter Summary

This chapter focused on the methodology in which the research study was carried out. The philosophy of the research was positivism philosophy and researcher selected the deductive approach as the research strategy. Moreover, the research purpose was explanatory study. Fourth chapter explains the way of analyzing the collected data and interpretation based on the results of analysis.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION & DISCUSSION

4.1 Introduction

This chapter presents the data analysis and data representation which consists of the current research. Data analysis has performed with both descriptive and inferential techniques which were presented in percentages, graphs, and tables. This chapter starts with the respondent's profile which supported by the demographic variable analysis. For the preliminary analysis, descriptive analysis was executed for each variable and normality, reliability and validity test were performed. Subsequently, inferential analysis was performed by Pearson correlation analysis and mediator analysis. At a glance, this chapter provides a better understanding of the results of the analysis, which facilitates the conclusion of the research study. Finally, this chapter presented the discussion on the results and the summary of this chapter.

4.2 Respondents' Profile

In this present study, the researcher distributed the questionnaire to branch managers in selected banks in Rathnapura district. In this regard, 125 questionnaires were distributed among the bank managers in Rathnapura district and 113 questionnaires were collected by the researcher as a 90% (113/125*100) response rate approximately. From this 113, there were 2 questionnaires comprised of unanswered statements. Before analyzing, the researcher has removed those two questionnaires hence it may be affected for the findings. Hence, only 111 respondents' questionnaires obtained as sample. As Sekaran and Bougie (2016) mentioned, there is a need to collect demographic data such, age, sex, experience level hence it will enhance the identification of the characteristics of respondents. Therefore, in this study researcher

has collected data under the demographic characteristics of the respondent's gender, age group, experience, and respondent's bank type.

4.3 Demographic Variable Analysis

By using the demographic analysis, the researcher may find that individuals at various socio-economic levels respond to dependent variables differently (Creswell, 2014). Here, the researcher indicated the general information of the respondents which were gathered from part one of the questionnaire and summarized the demographic data including the gender distribution, age distribution, experience, and type of bank of the respondent.

4.3.1 Gender Distribution
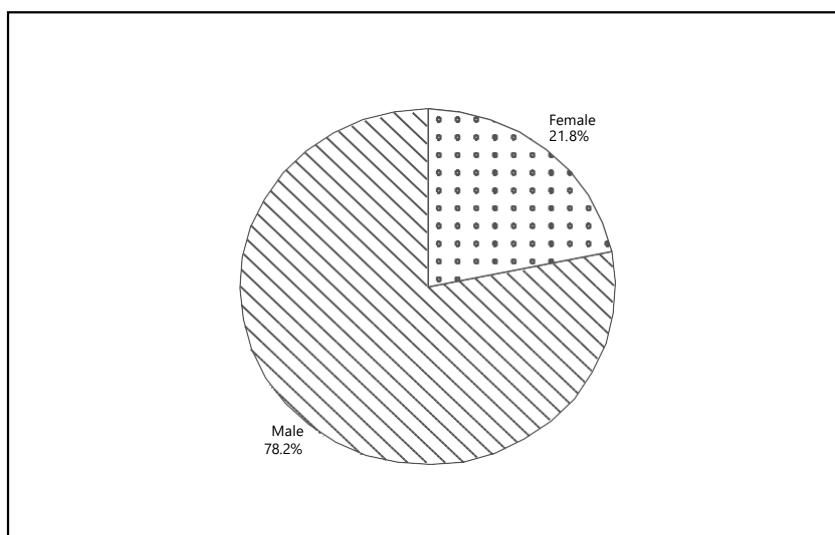
Figure 4. 1 Gender Distribution
Source: (Census, 2020)

According to Figure 4.1, the male bank managers were higher than the female bank managers in Rathnapura district. There were 78.2% of male bank managers and 21.8% of female bank managers. The higher response rate indicates that the majority of bank managers in Rathnapura district are male.

4.3.2 Age Distribution

As per the following Figure 4.2, the highest age category of bank managers was denoted by the group of 31 – 40 years and it is 36% concerning all bank managers in Rathnapura district. The second highest age group was 41 – 50 years' group which represented 33%. Furthermore, the 18 – 30 age category was denoted 18% of the entire sample. The lowest age category of bank managers was represented by 51 -60 years which indicated as 13%.
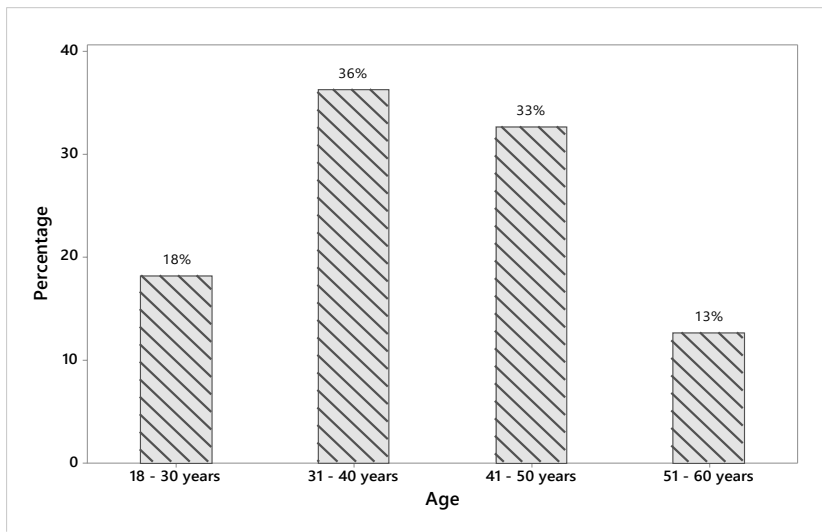
Figure 4. 2 Age Distribution
Source: (Census, 2020)

4.3.3 Experience
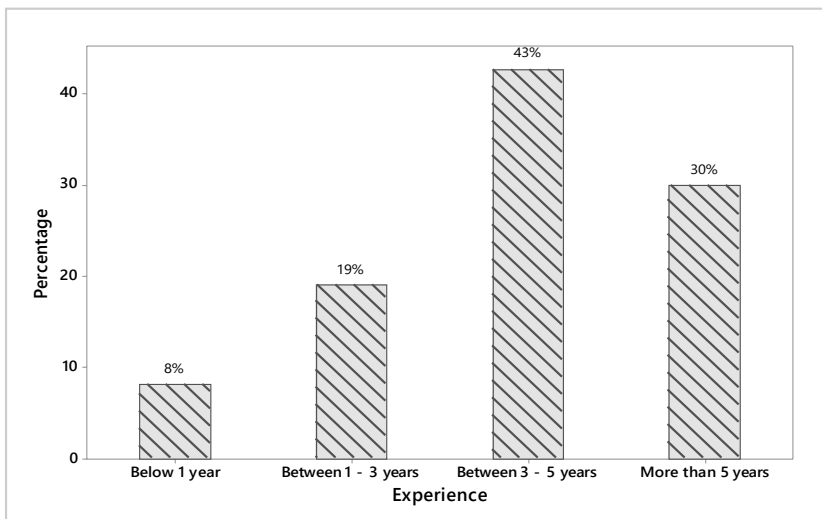
Figure 4. 3 Experience
Source: (Census, 2020)

As per Figure 4.3, the respondents' experience in years in the banks in Rathnapura district showed that the majority had worked between 3 - 5 years which is shown by 43%. Meanwhile, 30% of bank managers represented the service period of more than 5 years. Furthermore, 19% of bank managers belong to the service period in between 1 – 3 years and the minority (8%) of bank managers denoted the experience period below 1 year.

4.3.4 Types of Bank
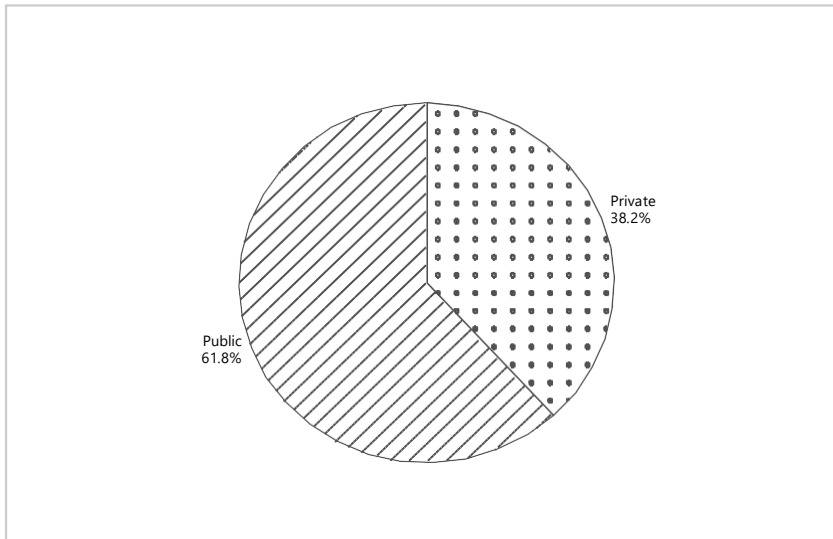
Figure 4. 4 Type of Bank
Source: (Census, 2020)

According to Figure 4.4, the bank managers in the public sector were higher than the bank managers in the private sector in Rathnapura district. There were 61.8% of bank managers in the public sector and 38.2% of bank managers in the private sector.

4.4 Preliminary Analysis

4.4.1 Descriptive Statistic Analysis

Table 4. 1 Descriptive Statistic Analysis

Variable	N	Mean	Standard Deviation
Perceived Ease of Use	111	4.00	0.66
Perceived Usefulness	111	3.90	0.77
Attitude to Use	111	3.95	0.76
Behavioral Intention	111	3.89	0.74

Source: (Census, 2020)

As given in Table 4.1, the overall mean value of the perceived ease of use is 4.00 and it implied in range of agree. It means bank managers in Rathnapura district have a high level of perceived ease of use which means there is more sensitivity to the intention of the user. Furthermore, the standard deviation of 0.66 implied that the variable deviated within the range of 0.66. Moreover, the overall mean value of the perceived usefulness is 3.90. Since it lied in the range of agree, it indicated that the bank managers in Rathnapura district have a high level of perceived usefulness. Furthermore, it has a 0.77 standard deviation within the range of 0.77.

In addition to that, the mediating variable of attitude to use has 3.95 of overall mean value and it implied the range of agree. Furthermore, the standard deviation of 0.76 implied the variable deviated within the range of 0.76. Moreover, the mean value of the behavioral intention was 3.89 which indicated the high tendency of users' willingness. Meanwhile, the standard deviation of 0.74 implied the variable deviated within the range of 0.74.

Since, all the mean values of perceived ease of use, perceived usefulness, attitude to use, and behavioral intention are very close to the range of agree. It can be concluded that the responses of the respondents for all the variables averagely in the level of agreement. See; (Appendix B)

4.4.2 Test of Reliability and validity

4.4.2.1 Reliability Analysis

The test of reliability is an indicator of the accuracy and precision with which the instrument measures the definition and helps to determine a measure of goodness (Sekaran & Bougie, 2016) , and as insights given by them a measure's reliability is determined by consistency and stability testing. There are different methods to measure the internal consistency, the most popular measurement is Cronbach's Alpha (Saunders et al., 2009). Hence the researchers have used Cronbach's Alpha to check the overall reliability of collected data. According to Sekaran and Bougie (2016), if Cronbach's alpha value less than 0.60 is considered as poor, within the range of 0.70 is acceptable and more than 0.80 is excellent.

The following table displays the Cronbach's Alpha values of variables gained by the researcher through running the SPSS.

Table 4. 2 Reliability Analysis

Variable	Cronbach's Alpha	Accepted Items
Perceived Ease of Use	0.809	04
Perceived Usefulness	0.871	03
Attitude to Use	0.898	05
Behavioral Intention	0.892	05

Source: (Census, 2020)

According to Table 4.2, Cronbach's alpha value of all measurement scales are above 0.8. Therefore, the questionnaire can be considered as reliable. See; (Appendix C)

4.4.2.2 Validity Analysis

Validity is concerned as to whether the measure the accurate concept, reliability with accuracy, and measurement consistency (Sekaran & Bougie, 2016). Mainly, there are two types of validity as internal validity and external validity (Sekaran & Bougie, 2016). The most popular measurement is KMO and Bartlett's test to measure the accuracy of the test. When the KMO and Bartlett's value is closer to 1, it is better and the value of 0.6 is the suggested minimum value and also output P-Value should less than the critical P-Value of 0.05 at level of 95% confidence. According to that, it determined the measuring instrument is valid. (Chan & Idris, 2017).

The following table shows the KMO and Bartlett's test value tested by the researcher by running the SPSS.

Table 4. 3 Validity Analysis

Variable	KMO and Bartlett's Test Value	P-Value	Accepted Items
Perceived Ease of Use	0.700	0.000	04
Perceived Usefulness	0.730	0.000	03
Attitude to Use	0.771	0.000	05
Behavioral Intention	0.813	0.000	05

Source: (Census, 2020)

As per the Table 4.3, KMO and Bartlett's Test value for all the variables is greater than the 0.7, except the KMO and Bartlett's value of perceived ease of use. Because of the value of the KMO and Bartlett's perceived ease of use equal to 0.7. And also, the output P-Value (0.000) of all the variables is less than the critical P-Value of 0.05. Thereby, the measuring instruments which have been used by the researcher can be identified as the validated instruments with 95% confidence level which denotes that the validity analysis applies to the questionnaire. See; (Appendix D)

4.5 Data Analysis

In this section, the researcher performed the data analysis on the gathered data to evaluate the hypotheses of the study. The main purpose of the testing hypotheses is to ascertain accurately null hypotheses rejected that support the alternate hypotheses.

Typically, significance level in business research are 0.05 (5%) and 0.01 (1%). Nevertheless, most business research commonly accepted the significance level as 0.05, or in other words 95% of the confidence level (Sekaran & Bougie, 2016). Hence, the researcher used the 95% of confidence level throughout this study.

Moreover, the researcher performed the correlation analysis to find out the relationship among the independent variables, mediator, and dependent variable to test the research hypotheses.

4.5.1 Test the Normality of the Dependent Variable

Test of normality checks whether the collected data are normally distributed or not (Field, 2009). As Saunders et al. (2009) mentioned, according to the central limit theorem, when there is a larger number of sample size, the data set expected to be normally distributed. In the present study, the sample size is 125. Hence it is a large sample, the normality assumption is not violated.

Meanwhile, the Anderson Darling, Kolmogorov-Shimirow, and Shapiro Wilk tests can be used to test the normality. To be the data set doesn't violate the assumption of the normality, the P-value should be greater than 0.05. As per Table 4.4, the output P-Value is 0.29 under the Kolmogorov-Shimirow (Appendix E). Since the output P-Value is greater than the critical P-Value of 0.05, there is no enough evidence to reject H_0 (H_0: Behavioral intention data are normally distributed). Thus, it can be concluded as the behavioral intention data follows a normal distribution with a 95% confidence level.

Table 4. 4 Test of Normality

Dependent Variable	Kolmogorov-Shimirow (P-Value)
Behavioral Intention	0.29

Source: (Census, 2020)

4.5.2 Correlation Analysis

Correlation Analysis wanted to determine the relationship between the variables of the study. So, to identify if any correlation found between two variables is significant or not, the correlation could range between the -1.0 and +1.0 (Sekaran & Bougie, 2016). A value of +1 indicates that the perfect positive correlation, a value of 0 denotes that there is no correlation, and the value of -1 represents the perfect negative correlation among the variables. Field (2009) has mentioned the correlation analysis will show

whether the hypotheses are validated. To analyze the correlation between the variables, the researcher used the Pearson correlation analysis method in this study. The Pearson correlation analysis method uses to express the linear relationship between the variables. The following table shows the results of correlation analysis according to the Pearson analysis.

Table 4. 5 Correlation Analysis

	Perceived Ease of Use		Perceived Usefulness		Attitude to Use	
	Sig	Person Correlation	Sig	Pearson Correlation	Sig	Pearson Correlation
Attitude to use	0.000	0.580	0.000	0.525		
Behavioral Intention	0.000	0.618	0.000	0.602	0.000	0.803

Source: (Census, 2020)

As shown the Table 4.5, the output P-Value of all the variables are 0.000. Since the output P-Value are less than the critical P-Value of 0.05, there is no enough evidence to reject the associations between all the variables. Therefore, it can be concluded with 95% level of confidence that there is an association between attitude to use and behavioral intention. According to the person correlation value (0.803) there is a high degree of the positive correlation between the attitude to use and behavioral intention. Likewise, with 95% level of confidence it can be concluded that there is an association between perceived ease of use and behavioral intention. According to the person correlation value (0.618) there is a moderate degree of the positive correlation between the perceived ease of use and behavioral intention. Furthermore, with 95% level of confidence it can be concluded that there is an association between perceived usefulness and behavioral intention. According to the person correlation value (0.602) there is a moderate degree of the positive correlation between the perceived usefulness and behavioral intention. Moreover, with 95% level of confidence it can be concluded that there is an association between perceived ease of use and attitude to use. According to the person correlation value (0.580) there is a moderate degree of the positive correlation between the perceived ease of use and attitude to use. Similarly, with 95%

level of confidence it can be concluded that there is an association between perceived usefulness and attitude to use. According to the person correlation value (0.525) there is a moderate degree of the positive correlation between the perceived usefulness and attitude to use. See; (Appendix F)

4.6 Mediating Effect Analysis

In this section, the researcher has used the Amos graphics in SPSS to analyze the mediating effect of attitude to use in between the independent variables and dependent variable. Further, the researcher has taken the perceived ease of use and perceived usefulness as the independent variables, behavioral intention as the dependent variable and attitude to use as the mediator.

The mediating effect is analyzed through the indirect effect of the results which are gained from SPSS. If zero can be included in between the lower level and upper level of the confidence interval, it would indicate as the indirect effect is not significant. If zero can't be included in between the lower level and upper level of the confidence interval, it can be indicated as the indirect effect is significant. When both upper and lower limits of the confidence interval were above zero, the indirect effect can be presented as significantly positive and if both upper and lower levels of confidence interval were below zero, the indirect effect can be presented as significantly negative.

Moreover, when the direct effect of the mediator is less than the indirect effect of the mediator in the 95% confidence level it can be concluded as that variable plays a role of mediation. And also, if the direct effect of independent variables is non-significant (P>.05), then it can be denoted full mediation. If the direct effect of independents variable is statistically significant (P<.05) then it is denoted as partial mediation (Cooper, 2015). See; (Appendix G)

4.6.1 The direct effect of the perceived ease of use on attitude to use, perceived usefulness on attitude to use, perceived ease of use on behavioral intention, perceived usefulness on behavioral intention and attitude to use on behavioral intention

Table 4. 6 The direct effect between the variables

	B	Sig	95% of confidence interval	
			Lower bound	Upper bound
PEU → ATU	0.490	0.000	0.113	0.866
PU → ATU	0.200	0.008	-0.208	0.544
PEU → BI	0.120	0.005	0.057	0.369
PU → BI	0.175	0.000	-0.040	0.361
ATU → BI	0.631	0.000	0.425	0.759

Source: (Census, 2020)

As per the Table 4.6, the P-Value of the perceived ease of use on the attitude to use is 0.000 which is less than the critical P-Value of 0.05. Since the output P-Value is less than the critical P-Value, there is enough evidence to reject H_{0A} (H_{0A}: Perceived ease of use doesn't impact on attitude to use the EPA system among bank managers in Rathnapura district). Also the lower bound and upper bound of 95% of confidence interval is implied the range of 0.113 – 0.866, it cannot be placed zero in between the range of lower level and upper level. Hence it can be concluded with 95% of confidence level as there is a **significant impact** the perceived ease of use on the attitude to use the EPA system among bank managers in Rathnapura district.

Furthermore, the P-Value of the perceived usefulness on the attitude to use is 0.008 which is less than the critical P-Value of 0.05. Since the output P-Value is less than the critical P-Value, there is enough evidence to reject H_{0B} (H_{0B}: Perceived usefulness doesn't impact attitude to use the EPA system among bank managers in Rathnapura district). However, the lower bound and upper bound of 95% of confidence interval is implied the range of -0.208 – 0.544. It can be placed zero in between the range of lower bound and upper bound. Due to zero can be placed in between the range it is not significant. Hence it can be concluded with 95% of confidence level as perceived usefulness **insignificantly impacts** on attitude to use the EPA system among bank managers in Rathnapura district.

As well as, the P-Value (0.005) of the perceived ease of use on behavioral intention is less than the critical P-Value of 0.05. Hence, there is enough evidence to reject H_{0C} (H_{0C}: Perceived ease of use doesn't impact behavioral intention to use the EPA system among bank managers in Rathnapura district). Moreover, since the researcher cannot replace zero in between the upper bound and lower bound (0.057 – 0.369), it can be concluded with 95% of confidence level, the perceived ease of use **significantly impacts** on behavioral intention to use EPA system among bank managers in Rathnapura district.

Furthermore, the P-Value (0.000) of the perceived usefulness on behavioral intention is less than the critical P-Value of 0.05. Hence, there is enough evidence to reject H_{0D} (H_{0D}: Perceived usefulness doesn't impact behavioral intention to use the EPA system among bank managers in Rathnapura district). Nevertheless, the lower bound and upper bound of 95% of confidence interval is implied the range of -0.040 – 0.361, it can be placed zero in between the range of lower level and upper level. Due to zero can be placed in between the range it is not significant. Hence it can be concluded with 95% of confidence level, the perceived usefulness **insignificantly impacts** on behavioral intention to use EPA system among bank managers in Rathnapura district.

Since the output P-Value (0.000) of attitude to use on behavioral intention is less than the critical P-Value (0.05), there is enough evidence to reject H_{0E} (H_{0E}: Attitude to use doesn't impact on behavioral intention to use the EPA system among bank managers in Rathnapura district). Hence, the researcher cannot replace zero in between the upper bound and lower bound (0.425-0.729), it can be concluded with a 95% confidence level the attitude to use **significantly impact** on behavioral intention to use the EPA system among bank managers in Rathnapura district.

4.6.3 Indirect effect of the attitude to use on perceived ease of use and behavioral intention, perceived usefulness and behavioral intention

Table 4. 7 The indirect effect of the attitude to use on perceived ease of use and behavioral intention and perceived usefulness and behavioral intention

	95% of confidence interval	
	Lower bound	Upper bound
PEU $\rightarrow$ BI	0.087	0.588
PU $\rightarrow$ BI	0.113	0.372

Source: (Census, 2020)

As per the Table 4.7, the indirect effect of the attitude to use on the perceived ease of use on behavioral intention implied the range of 0.087 – 0.588. It cannot be included zero in between the upper bound and lower bound, it can be concluded as the indirect effect is significant with of 95% confidence interval. Due to the both upper and lower bound were above zero, the indirect effect is significantly positive. Moreover, based on the Table, the direct effect of perceived ease of use on behavioral intention has implied as 0.057 – 0.369 and it is less than the indirect effect of the attitude to use on the perceived ease of use on behavioral intention. However, it can be explained the attitude to use plays a role of mediation between the perceived ease of use and behavioral intention. And also, since the direct effect is statistically significant, then it can be concluded with 95% of confidence level, there is **partial mediation** of attitude to use in between the perceived ease of use and behavioral intention to use the EPA system among bank managers in Rathnapura district.

Moreover, the indirect effect of the attitude to use on the perceived usefulness on behavioral intention implied the range of 0.113 – 0.372. It cannot be placed zero in between the upper bound and lower bound, it can be concluded as the indirect effect is significant with of 95% confidence interval. Due to the both upper and lower bound were above zero, the indirect effect is significantly positive. However, based on the Table 4.6, the direct effect of perceived usefulness on behavioral intention has implied as -0.040 – 0.361 and it is less than the indirect effect of the attitude to use on the perceived usefulness on behavioral intention. However, it can be explained the attitude to use plays a role of mediation between the perceived usefulness and behavioral intention. Hence, the direct effect is not significant, it can be concluded there is **full mediation** of attitude to use in between the perceived usefulness and behavioral intention to use the EPA system among bank managers in Rathnapura district.

By considering the above-mentioned explanations, the mediation equation or model can be represented as follows, As Fritz and MacKinnon (2007) mentioned, there are three regression equations when have a mediator effect. Such as,

1) $Y = i_1 + c\,X + e$

2) $M = i_2 + a\,X + e$

3) $Y = i_3 + c'\,X + b\,M + e$

According to that, c denoted the estimate of the total effect of X on Y, c' denoted the estimate of the direct effect of X on Y adjusted for M, b is the estimate of the effect of M on Y adjusted for X and a is the estimate of the effect of X on M. i_1, i_2, i_3 are the intercepts and e denoted the random error term. This study has two independent variables as perceived ease of use and perceived usefulness which can be represents as X_1 and X_2 respectively.

As the results of analyzing part, the equations can be denoted as,

1) $Y = i_1 + 0.120 X_1 + 0.175 X_2 + e$

2) $M = i_2 + 0.490 X_1 + 0.200 X_2 + e$

3) $Y = i_3 + 0.309 X_1 + 0.126 X_2 + 0.631 M + e$

4.7 Summary of Hypotheses Validation

By considering the above-mentioned explanation researcher has presented the summary of hypotheses validation in the following table.

Table 4. 8 Summary of Hypotheses Validation

	Hypothesis	Validation Results
H_{1A}	Perceived ease of use impacts on attitude to use.	Validated
H_{1B}	Perceived usefulness impacts on attitude to use.	Validated
H_{1C}	Perceived ease of use impacts on behavioral intention.	Validated
H_{1D}	Perceived usefulness impacts on behavior intention.	Validated
H_{1E}	Attitude to use impacts on behavior intention.	Validated
H_{1F}	Attitudes to use plays a mediating role between the perceived ease of use and behavioral intention.	Partial mediation
H_{1G}	Attitude to use plays a mediating role between the perceived usefulness and behavioral intention.	Full mediation

Source: (Census, 2020)

Table 4.8 showed the final validation results of each hypothesis which obtained through the SPSS. By considering that H_{1A} - H_{1E} is validated. Meanwhile, H_{1F} showed attitude to use played the partial mediation role between the perceived ease of use and on behavioral intention. Furthermore, H_{1G} showed the attitude to use played the full mediation role between the perceived usefulness and behavioral intention.

4.8 Discussion

Similar to previous studies conducted by the researchers (Osman et al., 2016; Park, 2009; Weng et al., 2018; Zhao et al., 2018), this study also confirmed the TAM model used to understand and explain the behavioral intention of respondents to use EPA system. Further, this study was investigated based on the objectives established in chapter one by the researcher. Particularly, the researcher wanted to find out the effect among the perceived ease of use, perceived usefulness, behavioral intention, and attitude to use. Likewise, the mediating effect of the attitude to use in between the perceived ease of use, perceived usefulness and behavioral intention. By considering the findings of this study which are supported to the findings of previous researchers who have used the TAM model (Osman et al., 2016; Park, 2009; Weng et al., 2018; Zhao et al., 2018).

First of all, the analysis chapter is presented the demographic information about the sample. The findings of the current study presented, the male respondents who are in the age category of 31 - 40 years has an intention to use the EPA system than other respondents.

And in the next step of the research, the researcher has found the mean value of all the variables implied in the level of agreement. Then the researcher has tested the reliability and validity value of the measuring instrument which the researcher used to collect data and the results represented the measuring instrument is reliable and valid. As the next step, the researcher has found the relationship between independent variables, dependent variable, and mediator. From the results of Pearson Correlation analysis, there is an association between the attitude to use and behavioral intention (0.803), perceived ease of use and behavioral intention (0.618), perceived usefulness and behavioral intention (0.602), perceived usefulness and attitude to use (0.525), perceived ease of use and attitude to use (0.580) in the banks in Rathnapura district.

According to the results of regression analysis, perceived ease of use significantly impacts on attitude to use, perceived usefulness insignificantly impacts on attitude to use, perceived ease of use significantly impacts on behavioral intention, perceived usefulness insignificantly impacts on behavioral intention and the attitude to use significantly impact the behavioral intention to use EPA system among bank mangers in Rathnapura district. Similarly, Zhao and Wang (2020); Zhao et al. (2018) has perceived ease of use impacts on attitudes, perceived usefulness impacts on attitude, attitude impacts on behavioral intention and attitude plays mediator role between perceived ease of use and behavioral intention and perceived usefulness and behavioral intention. After analyzing the mediating effect, the researcher found that the attitude to use plays as a role of partial mediator between the perceived ease of use and behavioral intention and the attitude to use plays as a role of full mediator between the perceived usefulness and behavioral intention. The finding of the mediator effect supported the study done by Zhao et al. (2018).

4.9 Chapter summary

The fourth chapter focuses on the data presentations and analysis of the research study. After analyzed the data statistically, the researcher has found that attitude to use plays as a role of partial mediator between the perceived ease of use and behavioral intention and the attitude to use plays as a role of full mediator between the perceived usefulness and behavioral intention. Finally, based on the findings of the study the researcher built up a discussion with supportive literature in the research context. The next chapter provides conclusion of the study.

CHAPTER FIVE

CONCLUSION

5.1 Introduction

This chapter purpose to provide the major findings and conclusion of the whole study. Moreover, the researcher indicated both theoretical and practical implications and suggestions for the future researcher.

5.2 Conclusion

Hence the researcher has developed the conceptual framework in accordance with the existing literature for the present study to examine the relationship between the independent variables, mediating variable and dependent variable, based on this research model, the researcher has collected the data through the survey question and the researcher has presented the comprehensive results from various aspects which are reliability and validity test, correlation analysis, regression analysis, and mediating effect analysis. Those results were supported to achieve the hypotheses which were developed by the researcher.

In conclusion, the findings of the study revealed that the perceived ease of use significantly impact on attitude to use the EPA system among the bank managers in Rathnapura district, perceived usefulness insignificantly impact on attitude to use of EPA system among the bank managers in Rathnapura district, perceived usefulness insignificantly impact on behavioral intention to use the EPA system among the bank managers in Rathnapura district, Perceived ease of use significantly impacts on the behavioral intention to use the EPA system among bank managers in Rathnapura district and attitude to use significantly impact on behavioral intention to use EPA system among bank managers in Rathnapura district. Moreover, the researcher found

that the attitude to use plays a partial mediating role between the perceived ease of use and behavioral intention and the attitude to use plays a full mediating role between the perceived usefulness and behavioral intention to use EPA system among bank managers in Rathnapura district.

According to the research conclusion, the researcher has proposed some implications and suggestions for the future researcher.

5.3 Implications of the Research

In this section, explains how the findings can be important theoretically and practically.

5.3.1 Theoretical Implication

Based on this study which generates new insights into the theoretical context and it contributes to the literature as an elaboration in previous chapters. And also, the researcher contributes to the existing literature regarding the intention to use the EPA system among the managers in the banking sector. Moreover, the current study addressed the gap in literature, which finds out the attitude to use EPA system plays the role of mediation as partially and fully in between the independent variables and dependent variable. In such case, this study supports to the existing knowledge regarding the results of attitude to use as a mediator.

5.3.2 Practical Implication

Based on the final outcome of the study, all the findings supported the hypotheses in the study and it contributes to organizations conducting the performance appraisal easily and properly. Throughout the present study, the researcher has pointed out the attitude to use EPA system plays the role of partial mediation between the perceived ease of use and behavioral intention and the attitude to use EPA system plays the role of full mediation between the perceived usefulness and behavioral intention. Hence, the management should pay more attention to build attitude to use electronic technology and EPA system in organizations. Thus, organizations have to design specific systems to assist the EPA system to users. In accordance with that, the management of the organization has to identify the current conditions and facilities regarding the EPA system. Thus, the results of the study suggest the management, supervisors, and employees to enhance the use of the EPA system.

5.4 Suggestions for Future Research

This study included the idea regarding the relationship between perceived ease of use, perceives usefulness, attitude to use, and behavioral intention to use the EPA system among bank mangers in Rathnapura district. Furthermore, the following suggestions are important to future researchers.

- This study mainly included the private and public banks in Rathnapura district. Hence there is a gap in other contexts and future researchers can expand this study into other sectors and areas.

- The current study has used a small size for the analysis. Therefore, future researchers can be carried out using a large sample sizes to improve the generalize ability.

- The current research tested only the relationship among independent variables, dependent variable and mediating variable. Hence, the future researcher can explore the differences in responses toward the investigated variables among different groups of people in different demographics.

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APPENDIX

Appendix A: Survey questionnaire

Questionnaire

Dear Sir/Madam,

I am K.A.C. Tharangani, an undergraduate of the Department of Business Management, Faculty of Management Studies, Sabaragamuwa University of Sri Lanka. At present, I am studying in year IV semester II. As a part of my degree program, I'm in the process of studying the E-performance appraisal in the organization. Please be kind enough to extend your valued support by filling the questionnaire. This questionnaire contains two parts namely PART A and PART B. It would require approximately 5 minutes to complete the questionnaire. I assure you that the collected data will only use for the research purpose and will not be disclosed to any other party. Your valued support in this regard is highly appreciated and it will enable me to conduct this research successfully.

Note:

Electronic performance appraisal (EPA) is an automated performance evaluation method that enables employees to self-appraisals, allow managers to write performance appraisals, get input from others such as committee members, as well as set goals for the next performance year.

Please put (√) the appropriate cage.

PART - A

1. Gender

Male	
Female	

2. Age of the respondents

18 - 30	
31 - 40	
41- 50	
51 - 60	

3. Respondents experience in years

Less than 1 year	
1 – 3 years	

3 – 5 years	
More than 5 years	

4. Type of Bank

Public	
Private	

PART - B

SD: Strongly Disagree

D: Disagree

N: Neutral

A: Agree

SA: Strongly Agree

Statement	SD	D	N	A	SA
Perceived Ease of Use					
5 It is easy to become skillful at using the EPA system.					
6 I find the EPA system easy to apply in my organization.					
7 Using the EPA system is easy and understandable.					
8 Using the EPA system is more flexible to evaluate employees than the traditional one.					
Perceived Usefulness					
9 Using the EPA system would improve my performance in evaluating employee performance.					

10 Using the EPA in my organization would increase employee productivity.					
11 Using the EPA makes it easier to catch individual employees' needs.					
Attitude To Use					
12 Using the EPA system in an organization is good.					
13 Using the EPA system in my organization is favorable.					
14 It is a positive influence for me to use the EPA system in my organization.					
15 I think it is valuable to use the EPA system in my organization.					
16 I think it is a trend to use the EPA system in my organization.					
Behavioral Intention to Use					
17 I tend to use the EPA system in my organization.					
18 I increase the occurrences of using the EPA system in the organization.					
19 I'd love to use the EPA system in my organization.					
20 Using the EPA system in my organization to enhance employees' working interest.					
21 I use the EPA system to provide an appraisal on performance.					

Thank you for sharing your valuable time.

Appendix B: Descriptive Statistic

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Mean of Perceived Ease of Use	111	1.75	5.00	4.0090	.65879	-.759	.229	.544	.455
Mean of Perceived Usefulness	111	1.00	5.00	3.8952	.77239	-.624	.229	.888	.455
Mean of Attitude To Use	111	2.00	5.00	3.9514	.75809	-.361	.229	-.575	.455
Mean of Behavioral Intention	111	2.00	5.00	3.8919	.74139	-.298	.229	-.493	.455
Valid N (listwise)	111								

Descriptive Statistics

Appendix C: Reliability Values

Perceived Ease of Use

Reliability Statistics

Cronbach's Alpha	N of Items
.809	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Perceived Ease of Use	12.02	3.709	.657	.748
Perceived Ease of Use	12.10	4.436	.581	.780
Perceived Ease of Use	12.05	4.243	.621	.762
Perceived Ease of Use	11.95	4.233	.654	.748

Perceived Usefulness

Reliability Statistics

Cronbach's Alpha	N of Items
.871	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Perceived Usefulness	7.77	2.412	.781	.793
Perceived Usefulness	7.89	2.661	.708	.858
Perceived Usefulness	7.70	2.538	.772	.801

Attitude To Use

Reliability Statistics

Cronbach's Alpha	N of Items
.898	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Attitude To Use	15.75	9.754	.762	.873
Attitude To Use	15.89	9.370	.749	.875
Attitude To Use	15.78	9.462	.741	.876
Attitude To Use	15.74	9.577	.770	.871
Attitude To Use	15.86	8.991	.726	.882

Behavioral Intention

Reliability Statistics

Cronbach's Alpha	N of Items
.892	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Behavioral Intention	15.57	8.757	.774	.860
Behavioral Intention	15.63	8.890	.749	.866
Behavioral Intention	15.42	9.319	.675	.883
Behavioral Intention	15.59	9.025	.772	.861

Behavioral Intention	15.62	9.165	.714	.874

Appendix D: Validity Values

Perceived Ease of Use

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.700
Bartlett's Test of Sphericity	Approx. Chi-Square	159.847
	df	6
	Sig.	.000

Perceived Usefulness

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.730
Bartlett's Test of Sphericity	Approx. Chi-Square	165.750
	df	3
	Sig.	.000

Attitude To Use

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.771
Bartlett's Test of Sphericity	Approx. Chi-Square	367.713
	df	10
	Sig.	.000

Behavioral Intention

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.813
Bartlett's Test of Sphericity	Approx. Chi-Square	335.104
	df	10
	Sig.	.000

Appendix E: Normality of the dependent variable

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Mean of Behavioral Intention	.089	111	.029	.962	111	.003
a. Lilliefors Significance Correction						

Tests of Normality

Appendix F: Correlation output

Correlations		Mean of Perceived Ease of Use	Mean of Perceived Usefulness	Mean of Attitude to use	Mean of Behavioral Intention
Mean of Perceived Ease of Use	Pearson Correlation	1	.755**	.580**	.618**
	Sig. (2-tailed)		.000	.000	.000
	N	111	111	111	111
Mean of Perceived Usefulness	Pearson Correlation	.755**	1	.525**	.602**
	Sig. (2-tailed)	.000		.000	.000
	N	111	111	111	111
Mean of Attitude to use	Pearson Correlation	.580**	.525**	1	.803**
	Sig. (2-tailed)	.000	.000		.000
	N	111	111	111	111
Mean of Behavioral Intention	Pearson Correlation	.618**	.602**	.803**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	111	111	111	111
**. Correlation is significant at the 0.01 level (2-tailed).					

Appendix G: Mediating Effects output

Notes for Group (Group number 1)

Sample size = 111

Regression Weights: (Group number 1 – default model)

			Estimate	S.E.	C.R.	P	Label
ATMean	<---	PEMean	.490	.088	5.555	***	par_1
ATMean	<---	PUMean	.200	.075	2.661	.008	par_5
BIMean	<---	ATMean	.631	.064	9.816	***	par_2
BIMean	<---	PEMean	.120	.067	1.781	.005	par_3
BIMean	<---	PUMean	.175	.052	3.345	***	par_4

Direct Effects (Group number 1 - Default model)

Direct Effects - Lower Bounds (PC) (Group number 1 - Default model)

	PUMean	PEMean	ATMean
ATMean	-.208	.113	.000
BIMean	-.040	.057	.425

Direct Effects - Upper Bounds (PC) (Group number 1 - Default model)

	PUMean	PEMean	ATMean
ATMean	.544	.866	.000
BIMean	.361	.369	.759

Indirect Effects (Group number 1 - Default model)

	PUMean	PEMean	ATMean
ATMean	.000	.000	.000
BIMean	.126	.309	.000

Indirect Effects - Lower Bounds (PC) (Group number 1 - Default model)

	PUMean	PEMean	ATMean
ATMean	.000	.000	.000
BIMean	.113	.087	.000

Indirect Effects - Upper Bounds (PC) (Group number 1 - Default model)

	PUMean	PEMean	ATMean
ATMean	.000	.000	.000
BIMean	.372	.588	.000