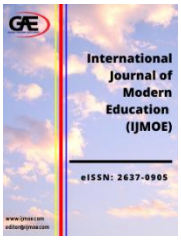
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# THE MEDIATING ROLE OF ADOPTION IN ELECTRONIC RECORDS MANAGEMENT PRACTICES: AN EMPIRICAL STUDY OF MALAYSIAN BUSINESS ORGANIZATIONS

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**Abstract:**

This study explores the adoption and implementation of electronic records management practices within business organizations in Malaysia, as well as the role of Electronic Records Management as a mediating variable between organizational, technological, and environmental factors and the successful implementation of electronic records systems. The study utilizes data collected from 307 professionals across various industries in Malaysia. Respondent profiles indicate that 56% were aged between 40 and 44, 30% held executive or managerial positions, 49.2% held a bachelor's degree, and 16.3% held a master's degree. The technology profile reveals a diverse digital landscape, with 31.3% of respondents using general-purpose spreadsheets and 30.9% using specialized electronic records systems (such as DGFLO or DDMS). The two largest industry groups were the banking sector and the essential services sector, accounting for 21% and 19% of the total, respectively. These characteristics reflect the diversity of organizational and technological contexts in electronic records management; however, they are presented primarily as environmental features rather than direct drivers of adoption. Conceptually, the study demonstrates that ERM adoption acts as a crucial link between organizational factors (such as top management

International Journal of Modern Education
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support and organizational culture), technological factors (such as knowledge and IT infrastructure), and environmental factors (such as policies and vendor support for electronic records management system implementation). The findings emphasize that the mere availability of technology is insufficient to guarantee effective electronic records management. Instead, organizations must successfully implement, integrate, and embed electronic records management practices into their workflows before the technology can translate into actual implementation outcomes. This study contributes to the development of a process-oriented perspective on electronic records management within Malaysian business organizations by distinguishing between the adoption and implementation of electronic records management, and by introducing the adoption of electronic records management as a mediating variable.

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**Keyword:**

Electronic Records Management System (ERMS), ERMS Adoption, ERMS implementation, Mediation Analysis, Records Management Practice

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## Introduction

Digital technology has revolutionized the way organizations create, manage, store, retrieve, and utilize business information, and this transformation is unfolding rapidly. Information sharing within organizational activities increasingly relies on digital platforms. Consequently, electronic records have become vital instruments for making informed decisions, ensuring regulatory compliance, upholding accountability and transparency, and guaranteeing business continuity (Bizi et al., 2025). This shift makes Electronic Records Management Systems (ERMS) increasingly critical for the processes of creating, classifying, storing, retrieving, preserving, and disposing of electronic records throughout their lifecycle. Effective electronic records management can enhance operational efficiency, improve information governance, reduce compliance risks, and support broader digital transformation initiatives (Mohamad et al., 2023).

Digital transformation has emerged as a cornerstone of economic development for both the nation and organizations in Malaysia. Leadership in driving digital transformation exemplified by public initiatives such as MyDIGITAL and the Malaysia Digital Economy Blueprint has inspired public and private entities to strengthen their digital capabilities and modernize their information management systems. Despite significant progress in electronic service delivery and digital governance, the adoption and implementation of electronic records management practices among Malaysian business organizations remain inconsistent. Some organizations continue to employ a hybrid approach involving both paper and electronic records; this practice

International Journal of Modern Education
IJMOE
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can give rise to challenges regarding information accessibility, integrity, regulatory compliance, security, and long-term preservation. These reported challenges demonstrate that technology alone does not guarantee the successful implementation and adoption of electronic records management systems (ERMS) (Mohamad et al., 2023).

In this ever-changing world, electronic records management is no longer merely an administrative or support function. Instead, it is increasingly intertwined with organizational governance and the way organizations manage information as a strategic asset (Derecho et al., 2024). The use of appropriate technology is just one aspect of effective electronic records management; organizational conditions and environmental factors also influence the adoption, integration, and sustained use of electronic records management practices (Hossain et al.,2025). It is crucial to consider these factors within the context of the Malaysian business environment, given the significant diversity among organizations in the country regarding technological capacity, management systems, organizational culture, policies, resources, and levels of digital readiness (Bizi et al., 2025).

Previous studies have identified several factors that can influence the implementation of digital information management and electronic record systems. However, these factors are typically examined in isolation, often resulting in a lack of understanding regarding the collective impact of organizational, technological, and environmental conditions on implementation success. Organizational-level aspects such as top management support and organizational culture are linked to resource allocation, employee commitment, and the readiness to adopt new practices. From a technological perspective, knowledge and IT infrastructure have the potential to either equip employees and organizations with the skills to manage electronic records effectively or hinder such efforts. The institutional and technical environments in which electronic record management practices are implemented can be shaped by environmental factors, including record management policies and vendor support (Julaihi et al., 2024).

A key question is whether there is a distinction between accepting the use of electronic records management and implementing an electronic records management system. Acceptance implies that the appropriate electronic records management methods or processes are embraced, adopted, and actively and consistently practiced within an organization. Implementation, on the other hand, implies that these methods or processes are integrated into the organization's operational systems and workflows (Jonck & Nwosu, 2022). Examining these distinct yet interconnected concepts provide a more comprehensive understanding of the relationship between organizational readiness and external factors, as well as their impact on achieving effective electronic records management. Acceptance can serve as a critical mediating variable linking organizational, technological, and environmental factors to implementation effectiveness (Bibiana et al., 2025).

The adoption of ERMS must also be understood by taking into account respondent characteristics and their organizational contexts. Demographic characteristics such as age, gender, education level, organizational position, and work experience help characterize the sample and its representativeness. These same characteristics also provide context for individual differences regarding exposure to technology, decision making responsibilities, and familiarity with the digital work environment (Crisan & Mihaila, 2023). However, demographic characteristics should not be viewed as factors that directly influence organizational adoption; instead, they should be considered alongside other organizational and

International Journal of Modern Education
IJMOE
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Volume: 8 Issue: 32 (December 2026) PP. 181-192

technological factors when analyzing patterns of electronic records management practices (Gani et al., 2024).

The empirical data for this study were obtained from 307 respondents comprising professionals from business organizations in Malaysia. The diverse profiles of the respondents spanning gender, age, education, organizational position, and other demographic factors provide a crucial context regarding the organizational environments where electronic records management practices are implemented. This study also integrates these contextual characteristics with the hypothesized relationships between organizational, technological, and environmental factors, thereby offering a more holistic assessment of ERMS implementation within the Malaysian context.

***The Mediating Role of ERMS Adoption***

The adoption of electronic records management system (ERMS) practices serves as a crucial mechanism for translating organizational, technological, and environmental factors into effective electronic records management outcomes. Rather than viewing the mere availability of technology or organizational resources as sufficient conditions for successful implementation, the adoption of ERMS reflects the extent to which electronic records management principles and practices are accepted, integrated, and routinely applied within organizational processes. Recent evidence indicates that the adoption of ERMS is influenced by various factors, including technological compatibility, management support, organizational readiness, government policy, and user-related considerations (Rodan et al., 2026).

This balanced perspective is significant because the mere availability of technology does not guarantee its effective use for electronic records management. An organization may possess digital platforms, electronic documents, and other information technologies yet fail to integrate appropriate records management practices into its daily business operations. Studies within the Malaysian context indicate that factors such as user engagement, awareness, policies, infrastructure, and implementation strategies are critical issues in the implementation of electronic records management (Mohamad et al., 2023). Similarly, Gani et al. (2024) established that the performance of Electronic Records Management Systems (ERMS) should be evaluated based on information quality, perceived usefulness, user satisfaction, and system functionality. These findings underscore the importance of electronic records technology not merely being owned by an organization but also being effectively adopted and functioning well within its systems.

Another important consideration is human capital capability. Digital literacy has the potential to shape the readiness and ability of employees to interact with digital technology. For instance, Kabakus et al. (2025) demonstrated that the concept of digital literacy is closely linked to technology acceptance among administrative staff; thus, digital literacy is crucial for the workforce's ability to operate digital technologies. Specifically, within the field of electronic records management, Yusof et al. (2025) emphasized the importance of awareness, qualifications, training, and employee engagement in supporting the implementation of ERMS. Similarly, the significance of competent records professionals and appropriate records management practices within the Malaysian context was highlighted by Micheal et al. (2023). Overall, these findings indicate that workforce knowledge and capabilities can contribute to an environment conducive to ERMS acceptance. However, it is essential to examine workforce characteristics such as age or educational background without automatically assuming a

International Journal of Modern Education
IJMOE
EISSN: 2637-0905
Volume: 8 Issue: 32 (December 2026) PP. 181-192

relationship between these factors and ERMS acceptance unless such a link has been empirically tested.

An organization's "technology climate" can influence its readiness to adopt structured Electronic Records Management practices. As organizational information management needs become increasingly complex, organizations tend to shift from basic digital solutions to more specialized ones. It has been observed that the rise in electronic transactions within the Malaysian public sector has created an urgent need for systematic electronic records management systems, despite ongoing challenges associated with hybrid record-keeping practices (Mohamad et al., 2023). Therefore, the transition to specialized ERMS technology is not merely a matter of technological modernization, it also requires organizations to establish appropriate procedures, policies, and responsibilities to support effective digital records management throughout the records' lifecycle.

User acceptance is a crucial aspect when examining why a technology may be available yet remain unused. A study by Juliansyah and Lawanda (2024) on electronic official record applications demonstrates a link between user acceptance and the successful implementation of ERMS related applications. Their findings challenge the common assumption that the mere adoption of an electronic system automatically guarantees its effective use within an organization. The technology must be perceived by staff as useful and easy to use, while the organizational structure should facilitate its integration into work processes. In this context, acceptance serves as a vital link between the technology possessed by an organization and its actual implementation in practice.

The use of ERM is also closely linked to other organizational outcomes, such as information access, accountability, regulatory compliance, organizational effectiveness, and business continuity. Mukred et al. (2022) suggest that ERMS can help organizations operate more efficiently by enabling the monitoring of and access to relevant information when needed, while also supporting accountability and regulatory compliance. Similarly, Hawash et al. (2022) demonstrate that ERMS can facilitate business continuity by providing easy access to organizational documents and helping to maintain workflow functionality in the event of disruptions. They also emphasize the need to safeguard organizational records through appropriate access and control features. These findings reflect the view that the implementation of Electronic Records Management is not merely the installation of a technological system but should instead be regarded as an organizational capability.

In industries where information security, continuity, accountability, and regulatory compliance are paramount operational requirements, the importance of utilizing an Electronic Records Management System (ERMS) has become increasingly evident. Organizations subject to strict regulations or those heavily reliant on information require effective mechanisms to ensure that records remain authentic, accessible, secure, and usable. These needs can be met through an effective electronic records management system capable of guaranteeing information availability and enhancing organizational efficiency (Aldossari et al., 2023). Furthermore, access to organizational records during disruptions facilitates operational continuity, particularly when employees must work outside conventional office environments (John & Rodan, 2023). Consequently, this drives organizations to adopt a systematic approach to electronic records management, tailored to their respective sectors.

International Journal of Modern Education
IJMOE
EISSN: 2637-0905
Volume: 8 Issue: 32 (December 2026) PP. 181-192

The demographic profile in this study serves as a context for understanding the professionals involved. Of the 307 respondents, 60.3% were male. Approximately 56% of the respondents were aged between 40 and 44, while 30% held executive or managerial positions. Regarding education, 49.2% held a bachelor's degree and 16.3% held a master's degree. These characteristics indicate that the respondents possessed the professional and educational backgrounds enabling them to provide informed insights into organizational records management and digital practices. These descriptive characteristics should not be interpreted as evidence of a direct relationship between age, education, or managerial position and the use of electronic records management systems unless such relationships are included and tested within a structural model.

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Volume: 8 Issue: 32 (December 2026) PP. 181-192

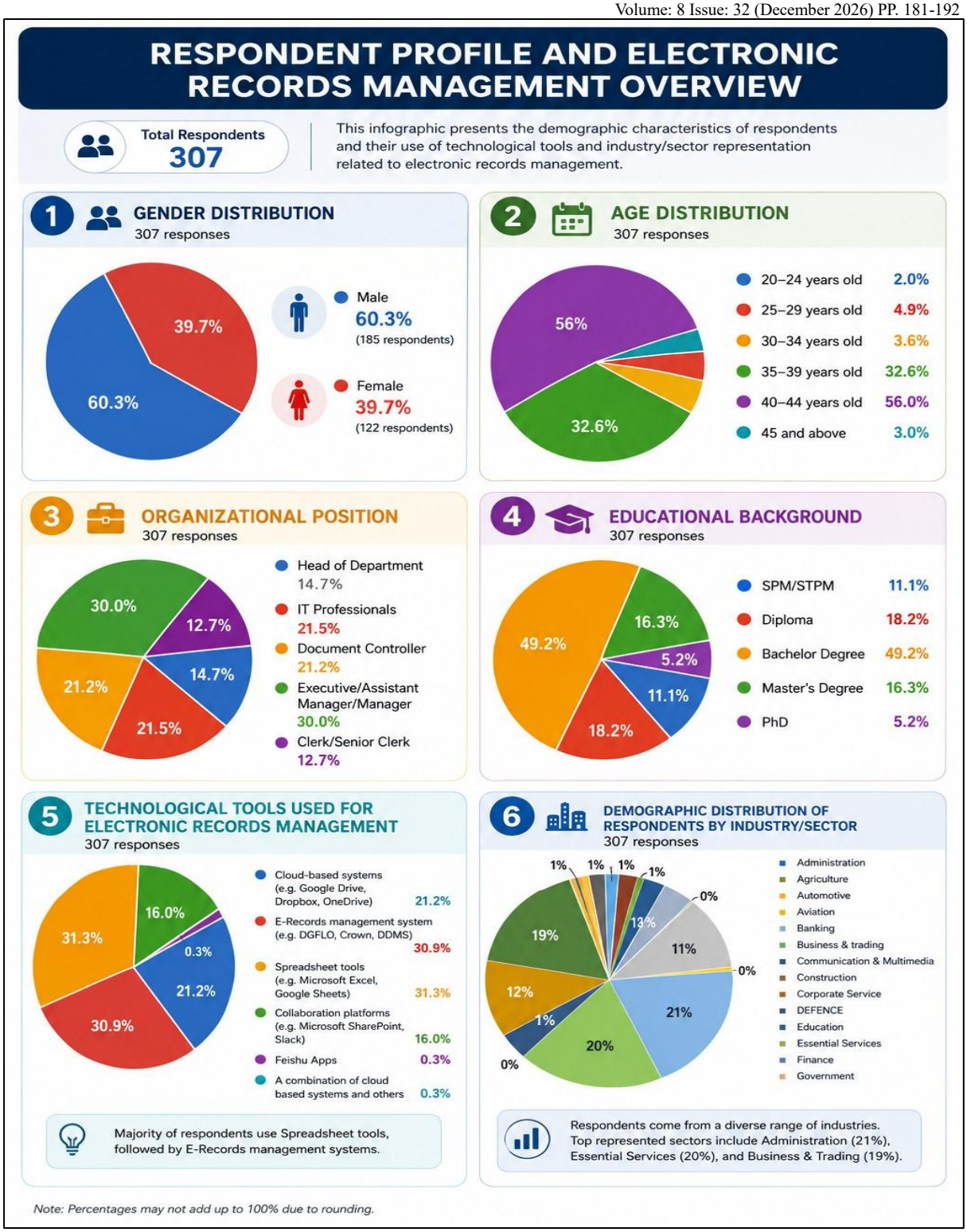



**Figure 1: Respondent Profile and Electronic Records Management Overview**

The digital technology tools used by respondents provide useful context regarding the digital environment in which Electronic Records Management practices are implemented.

Approximately one-third (31.3%) reported using spreadsheets, while another third (30.9%) indicated the use of specialized systems such as DGFLO or DDMS. This distribution reflects

International Journal of Modern Education
IJMOE
EISSN: 2637-0905
Volume: 8 Issue: 32 (December 2026) PP. 181-192

the coexistence of general-purpose digital tools and more specialized records management technologies within the organizations studied. This is significant because Electronic Records Management entails more than just a shift from paper to digital formats; it involves establishing systematic records management practices throughout the record's lifecycle. Such practices can be supported by various specialized systems; however, their success depends on appropriate organizational processes, user engagement, policies, infrastructure, and records management competencies (Mohamad et al., 2023; Gani et al., 2024).

The sectoral breakdown illustrates the organizational context of this study. A total of 21% of respondents were from the banking sector, while 19% were from the Essential Services sector. The participation of these sectors is crucial, given that information management and business continuity are key factors in information-dependent organizational environments. Previous studies indicate that ERMS can help sustain organizational continuity by providing access to reliable records in the event of operational disruptions, in addition to facilitating secure information management (Aliazas et al., 2024). However, demographic characteristics and the distribution of respondents across sectors require descriptive examination to demonstrate sample diversity, whereas differences between sectors need to be statistically evaluated.

In general, these arguments provide a stronger basis for viewing Electronic Records Management as an intermediary process rather than merely an organizational product. The conditions supporting electronic records management can be established within an organization through technology, personnel, policies, and external stakeholders. However, these conditions do not directly guarantee the successful implementation of electronic records management. Instead, these factors serve to guide efforts toward realizing organizational value through the actual use and integration of Electronic Records Management practices into daily activities. Once these practices are implemented, the organization is better positioned to leverage electronic records systems to facilitate information access, regulatory compliance, accountability, organizational efficiency, and business continuity (Mukred et al., 2022).

## Conclusion

This study aims to provide a deeper understanding of the adoption and implementation of electronic records management practices within business organizations in Malaysia. The findings support the notion that electronic records management is not solely a matter of technology. The benefits of electronic records management can be enhanced when organizations not only possess the appropriate technological infrastructure but also have the capability to effectively implement and integrate electronic records management practices into their daily operations. This perspective aligns with recent literature indicating that various factors including technological, organizational, managerial, and environmental aspects influence the adoption of electronic records management systems (ERMS) (Rodan et al., 2026).

The primary value of this study lies in its focus on the acceptance of Electronic Records Management as a mediating variable between organizational, technological, and environmental factors and the implementation of electronic records systems. This perspective broadens the discussion beyond merely whether an organization possesses the appropriate technology to consider how the right organizational environment contributes to effective implementation. Management support, organizational culture, knowledge, IT infrastructure, policies, and vendor support can create an environment conducive to electronic records management.

International Journal of Modern Education
IJMOE
EISSN: 2637-0905
Volume: 8 Issue: 32 (December 2026) PP. 181-192

However, the organizational value of these factors ultimately depends on whether appropriate Electronic Records Management practices are accepted, adopted, and consistently adhered to.

This aligns with previous studies emphasizing the importance of organizational readiness, management support, training, technological compatibility, and policies for the successful implementation of ERMS (Bizi et al., 2025).

Furthermore, the demographic profile of the 307 respondents provides context for the study's findings. The majority of respondents were aged between 40 and 44 (56%) and held executive or managerial positions (30%). Regarding education, 49.2% held a bachelor's degree, while 16.3% held a master's degree. These characteristics indicate that the study encompasses the perspectives of respondents from diverse professional and educational backgrounds. However, these characteristics should be viewed merely as a demographic snapshot of the sample, unless they are specifically posited as factors linked to the adoption of Electronic Records Management and statistically tested within the model. Studies have shown that, in certain contexts, demographic characteristics are associated with record-keeping practices (Nooney et al., 2024). Nevertheless, this does not imply that factors such as age, gender, education, and organizational position are the drivers influencing the adoption of Electronic Records Management in Malaysian business organizations.

The diversity of technological environments represented by the respondents is reflected in the study's findings. A total of 31.3% reported using spreadsheets, while 30.9% indicated the use of specialized systems such as DGFLO or DDMS. The use of both general-purpose tools and specialized electronic record technologies highlights the varying levels of maturity and digital record management practices within the organizations studied. However, the mere possession of advanced technology by an organization should not be viewed as an indicator of successful Electronic Records Management. Research conducted in Malaysia demonstrates that the implementation of electronic records management requires support in terms of awareness, workforce capability, record management policies, infrastructure, engagement, and practices (Yusof et al., 2025). Similarly, the effectiveness of an electronic document management system depends on the extent to which system functions translate into information quality, usability, and user satisfaction (Gani et al., 2024).

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International Journal of Modern Education
IJMOE
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