

**THE STRATEGIC LINKAGE BETWEEN
ORGANIZATIONAL CONTEXT AND INFORMATION
SYSTEMS SUCCESS: A STUDY ON THE MALAYSIAN
MSC STATUS COMPANIES**



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**THESIS SUBMITTED IN FULFILLMENT
FOR THE DEGREE OF DOCTOR OF
PHILOSOPHY**

**SCHOOL OF BUSINESS AND ECONOMICS
UNIVERSITI MALAYSIA SABAH
2011**

ABSTRACT

INVESTIGATING THE LINKAGE BETWEEN ORGANIZATIONAL CONTEXT AND INFORMATION SYSTEMS SUCCESS

In the modern world, and because the organizational forms are changing, there is a need for a deeper investigation on the linkage between organization context and information system in the organization. The statement that the information system did not fit the organizational culture is often part of the explanation of why particular information system encountered unanticipated resistance and never met expectations. This study aims to provide a fundamental framework for a new concept of the linkage between organizational context and information systems success. This study explores the concept of organizational context dimensions suggested by Ghoshal and Bartlett (1994), stretch, trust, support and discipline, as the shapers of organizational culture, and relates them to the information systems research, focusing on the information systems success as represented by system performance, information effectiveness and service performance, particularly investigating the role of the managerial action affecting this linkage. To investigate this problem, the study first develops instrument to measure the organizational context constructs, validates them and then uses partial least squares (PLS) techniques to test the hypothesized model. Data used for this research was collected from a sample of 317 MSC status companies in Malaysia. The results show good support for the theorized model. Except trust, the organizational context is proven to be major factor for the success of information systems in the organization, especially when the organizational act ambidextrously within the information systems context. The study ends by introducing a four-stage socio-technical model coined as System Behavioral Success Model (SBS), which describes how the behavioral context of an IT organization led by their IT executives would lead to the success of the information systems function.

ABSTRAK

Dengan arus dunia yang kian moden serta perubahan dalam bentuk organisasi, kajian yang lebih mendalam perlu dilakukan terhadap hubungan antara budaya organisasi dengan sistem maklumat dalam organisasi. Pernyataan bahawa sistem maklumat tidak bersesuaian dengan budaya organisasi merupakan salah satu penjelasan kenapa sesetengah sistem maklumat menghadapi halangan diluar dugaan dan tidak pernah mencapai jangkauan. Kajian ini bertujuan untuk memberikan rangkakerja asas untuk konsep baru hubungan antara konteks organisasi dan keberkesanan sistem maklumat. Kajian ini menerokai konsep dimensi – dimensi konteks organisasi sepertimana yang dicadangkan oleh Ghosal dan Bartlett (1994) iaitu "stretch, trust, support dan discipline" sebagai pembentuk budaya organisasi seterusnya mengaitkan item – item tersebut dengan kajian sistem maklumat, keberkesanan maklumat dan pencapaian perkhidmatan, khususnya mengkaji peranan tindakan pengurusan yang memberi kesan kepada hubungan ini. Untuk mengkaji permasalahan ini, kajian ini dimulakan dengan memperkembangkan instrumen – instrumen untuk mengukur bentuk konteks organisasi, mengesahkan bentuk tersebut dan menggunakan teknik Partial Least Square (PLS) untuk menguji model hipotesis. Data – data yang digunakan dalam kajian ini diperolehi daripada sampel 317 syarikat yang berstatus MSC di Malaysia. Keputusan kajian menunjukkan teori model disokong. Konteks - konteks organisasi iaitu "stretch, support dan discipline", kecuali "trust", terbukti menjadi faktor besar kepada keberkesanan sistem maklumat dalam organisasi, terutamanya apabila organisasi sejajar dengan konteks sistem maklumat. Kajian ini berakhir dengan memperkenalkan 4 tahap model sosio-teknikal yang dinamakan sebagai System Behavioural Success Model (SBS) yang menggambarkan bagaimana konteks perilaku sesebuah organisasi IT yang dipimpin oleh eksekutif – eksekutif IT boleh mencapai matlamat dan kejayaan system maklumat organisasi tersebut.