



**Critical Success Factors (CSFs)
For the Implementation Of
Information System (IS)**

Lim Chee Leong

**Bachelor of Science (Industrial Physics)
University Technology of Malaysia
Skudai, Johor
2000**

**Submitted to the Faculty of Business and Accountancy,
University of Malaya, in partial fulfillment
of the requirements for the Degree of
Master of Business Administration**

September 2001

Perpustakaan Universiti Malaya



A511210521

ABSTRACT

This paper is a pilot study intends to examine the composite critical success factors (CSFs) for implementation of information system (IS), from the perspective of user satisfaction. The composite CSFs are tested for their relationships to IS success and one another in order to evaluate which factors have a direct/ indirect impact on IS success.

Data were gathered from forty-three (43) respondents representing both Credit Management Division (CMD) and Credit Card Centre (CCC) departments in the headquarters of Hong Leong Bank. Their responses were used to develop a model of IS success.

The model shows that IS success determinants are closely related to three level of managerial activity, i.e. strategic planning, management control and operational control. This model can be used to assist the business community in the decision making process relating to the implementation of IS in the organizations.

ACKNOWLEDGEMENTS

Special thanks to my supervisor, Dr. Ainin Sulaiman, for her invaluable time, guidance and understanding that enable me to complete this study in one semester.

I also want to acknowledge with great respect my family members for their constant financial and moral supports, encouragement and sacrifice in motivating me to complete this MBA course within three-semester time.

Last but not least, I am very grateful to all my MBA coursemates and friends who have provided me many constructive and valuable suggestions.

TABLE OF CONTENTS

	Page
ABSTRACT	i
ACKNOWLEDGEMENTS	ii
TABLE OF CONTENTS	iii
LIST OF TABLES	v
LIST OF FIGURE	vi

CHAPTER

I. INTRODUCTION

1.1 Purpose of the Study	2
1.2 Scope of the Study	2
1.3 Significant of the Study	3
1.4 Limitations of the Study	4
1.5 Organization of the Study	4

II. LITERATURE REVIEW

2.1 An Introduction - End-User Computing (EUC)	6
2.2 Critical Success Factors (CSFs) Reviewed	7
2.2.1 Quality of User-Developed Applications	8
2.2.2 User self-sufficiency	8
2.2.3 Organizational Commitment	9
2.2.4 Quality of Staff	11
2.2.5 Variety of Services	12
2.2.6 Quality of Services	12
2.2.7 Facilitation of End-User Computing (EUC)	13
2.2.8 IS Role Definition	14

III	RESEARCH METHODOLOGY	
3.1	Objectives of Study	16
3.2	Research Instrument	16
3.3	Sampling Procedure	18
3.4	Data Collection Method	18
3.5	Data Analysis Techniques	19
3.5.1	Reliability Test	19
3.5.2	Factor Analysis	20
3.5.3	Regression Analysis	21
IV	RESEARCH RESULTS	
4.1	Characteristics of the Respondents	22
4.2	Perceptions towards different Critical Success Factors (CSFs)	24
4.3	Internal Consistency Reliability Assessment	28
4.4	Factor Analysis	29
4.5	Regression Analysis	32
4.6	Discussion of the model of IS success	40
4.6.1	Strategic Planning	40
4.6.2	Management Control	41
4.6.3	Operational Control	42
V	CONCLUSION AND RECOMMENDATIONS	
5.1	Suggestions for Additional Research	45
5.2	Practical Implications of the Research Findings	46
	BIBLIOGRAPHY	47
	APPENDIXES 1	50

LIST OF TABLES

Table	Page
Table 1: Division Status of Responding End-Users	23
Table 2: Working Experience of Responding End-Users	23
Table 3: Ranking of Perception on the Importance of Different CSFs	25
Table 4: Ranking of Perception on the Importance of Different Composite CSFs	26
Table 5: Reliability Coefficients for the Composite Scales	28
Table 6: Factor Analysis	30
Table 7a: Regression Results – First-Level Relationships	33
Table 7b: Regression Results – Second-Level Relationships	34
Table 7c: Regression Results – Second-Level Relationships	35
Table 7d: Regression Results – Third-Level Relationships	36
Table 7e: Regression Results – Third-Level Relationships	37

LIST OF FIGURE

Figure	Page
Figure 1: A model of end-user satisfaction with IS based on composite CSFs	39