

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

This study attempt to examine the eight composite critical success factors (CSFs) of information system (IS) from the perspective of user satisfaction. Specially, it seeks to analyse the relationships among the composite CSFs and IS success in order to evaluate which factors have a direct/ indirect impact on IS success.

In terms of perceptions towards different CSFs, the results showed that the respondents were mainly concerned with reliability, accuracy, precision and ease of use of application developed. These are all reflected in the importance ranking on CSFs relating to IS success.

By using regression analysis, the study showed that two of the composite CSFs, "quality of staff " and "IS role definition" demonstrated a direct and significant impact upon IS success. Besides, "variety of services" and "organizational commitment" exhibited a strong relationship with these two primary composite CSFs and thereby indirectly affect IS success. Although "quality of user-developed applications" and "quality of services" were not significant in any of the first or second level regression, they showed significant positive correlations during the third level regression.

A model was build to relate these composite CSFs to the three levels of management, i.e. operational control (use of resources), management control (acquisition of resources), and strategic planning (defining the mission). As such, this model placed specific management decisions with respect to the IS into a meaningful framework for planing and implementing IS in the organization.

Another important conclusion is that this model could help managers to understand the types of decisions necessary to ensure successful

implementation of IS. The need for planning at all three levels of management activities is clarified and discussed, as in which decisions on one level would influence the next. Further, the model together with the composite CSFs can help managers identify elements that have visible results – which are the main focus of user critiques – as well as aspects such as organizational commitment and IS role definition that must be addressed in order to increase the satisfaction of the users.

In short, IS cannot succeed if they controvert with the prevailing management system. Only organizations that translate business goals into corresponding information needs and then into a well-managed system will likely to be succeeding in implementing IS. (Poon & Wagner, 2000)

5.1 Suggestions for Additional Research

End-user computing (EUC) is a relatively new phenomenon in Malaysia. As this is a pilot study, there is ample opportunity for further research to broaden the model's applicability. The sample size of this pilot study is rather small. Convenience sampling has its inherent weaknesses. It covers only two departments in the headquarters of Hong Leong Bank. Thus, future research should contemplate having a larger sample size and using other probability sampling methods to cover more organizations.

Because this study was limited in geographical area and to one organization only, extension of the results to other organizations can be made. For example, a follow-up study with more organizations in different industries is necessary to ensure generalization based on the findings.

A comparison of the response between the perception of end-users and IS managers would also be beneficial. Different types of end-users may have

different level of perceptions on importance and satisfaction. Furthermore, a cross-cultural comparison on relevant CSFs may be able to reflect cultural differences, which makes the findings more meaningful and interesting.

As stated in the limitations, this study relied heavily on perceptual measures which decreases the reliability and validity, so it is suggested that it would be appropriate to develop more direct and objective measures. Refining the measures would increase the reliability and validity of the measurement model.

5.2 Practical Implications of the Research Findings

The objective of this research is to extend the previous works done on testing the determinants of IS success. The insights provide by this study aims to provide valuable guidance to both managers and researchers. Specifically, the model of end-user satisfaction with IS presented in this study can guide researchers studying IS and, especially managers charged with establishing and operating IS.

Moreover, this study holds important implications for practicing IS managers to identify key determinants of IS success and understand how the determinants influence one another and IS success. It also provides guidance concerning those factors that need to be managed well in order for successful implementation of IS in the organization.

This research also addresses the three levels of management activities, i.e. strategic planing, management and operational controls which are closely related to the successful implementation of IS. So, it helps to assist the business community in the decision making process relating to the implementation of IS in the organizations.