

APPENDIX F

APPENDIX 6-1

Spearman's Rank –Order Correlation between Independent and Dependent Variables

Assessment using Spearman's rank-order correlation between independent variables (Q25) and dependent variables

Spearman's rank –order correlation coefficient (r_s)		e-Purchasing Success	
Group Factor	Construct Item	Project Management	User Satisfaction
Organization Policy and Strategic Plan	Existence of clear mission, vision, strategies, objectives and direction	0.216	0.235
	Incorporation of e-purchasing policy into existing procurement policy	0.446	0.473
	Availability of a strategy plan which sets deadlines, responsibilities and financing	0.314	0.355
	Alignment of e-purchasing strategy with IT strategy	0.429	0.457
	Decision on an appropriate e-purchasing business model	0.437	0.501

* All construct item are statistically significant, $P < 0.05$

Assessment using Spearman's rank-order correlation between independent variables (Q26) and dependent variables

Spearman's rank –order correlation coefficient (r_s)		e-Purchasing Success	
Group Factor	Construct Item	Project Management	User Satisfaction
Project Planning	Project plans are consistent with information system plan	0.259	0.263
	Availability of detail project (time schedule, milestones and resources requirement)	0.286	0.286
	Clear definition of project scope	0.168*	0.271
	Project activities are properly coordinated and monitored	0.187	0.266

* All construct item are statistically significant, $P < 0.05$ except bold and oblique item construct, $P > 0.05$

Assessment using Spearman's rank-order correlation between independent variables (Q27) and dependent variables

Spearman's rank –order correlation coefficient (r_s)		e-Purchasing Success	
Group Factor	Construct Item	Project Management	User Satisfaction
Project Team	Have strong domain knowledge of business process and technical aspect	0.266	0.311
	Roles and responsibilities are properly defined and delegated	0.226	0.355
	Various cross-functional team members were selected	0.359	0.393
	An experienced and reputable PM	0.359	0.399
	Use of effective project management techniques to control implementation process	0.374	0.416

* All construct item are statistically significant, $P < 0.05$

Assessment using Spearman's rank-order correlation between independent variables (Q28) and dependent variables

Spearman's rank –order correlation coefficient (r_s)		e-Purchasing Success	
Group Factor	Construct Item	Project Management	User Satisfaction
Top Management Support and Commitment	Steering committee provides directions and guidance of implementation process	0.341	0.343
	Reinforces commitment employees	0.413	0.534
	Willingness spend time and resources	0.352	0.460
	Offers leadership	0.461	0.538
	Provides adequate training and education program	0.428	0.466
	Provide appropriate organizational structure	0.348	0.354
	Provide pro-active communication channel	0.401	0.416
	Promotes the implementation of the system	0.332	0.337
	Implements reward system to encourage ideas and innovation	0.269	0.320

* All construct item are statistically significant, $P < 0.05$

Assessment using Spearman's rank-order correlation between independent variables (Q29) and dependent variables

Spearman's rank –order correlation coefficient (r_s)		e-Purchasing Success	
Group Factor	Construct Item	Project Management	User Satisfaction
Stakeholder Involvement	Stakeholder early involvement	0.375	0.380
	Defines the level each stakeholder can get involved	0.341	0.337
	Provide information and set requirements	0.327	0.407

* All construct item are statistically significant, $P < 0.05$

Assessment using Spearman's rank-order correlation between independent variables (Q30) and dependent variables

Spearman's rank –order correlation coefficient (r_s)		e-Purchasing Success	
Group Factor	Construct Item	Project Management	User Satisfaction
Employee Commitment	Commitment to organization's objectives	0.312	0.314
	Loyalty to organization	0.366	0.320
	Employee cooperation	0.307	0.302
	Good quality outcomes	0.332	0.355
	Positive attitude towards e-Purchasing	0.417	0.382

* All construct item are statistically significant, $P < 0.05$

Assessment using Spearman's rank-order correlation between independent variables (Q31) and dependent variables

Spearman's rank –order correlation coefficient (r_s)		e-Purchasing Success	
Group Factor	Construct Item	Project Management	User Satisfaction
Experience with new technology	Organization's experiences with technology application	0.136*	0.105*
	Organization's experience become a base of knowledge for guiding current initiatives	0.242	0.252
	Organization's experience enables effective implementation of IT systems	0.251	0.191

* All construct item are statistically significant, $P < 0.05$ except bold & oblique item construct, $P > 0.05$ (0.105 and 0.246 respectively)

Assessment using Spearman's rank-order correlation between independent variables (Q32) and dependent variables

Spearman's rank –order correlation coefficient (r_s)		e-Purchasing Success	
Group Factor	Construct Item	Project Management	User Satisfaction
Change Management	Have change management programs	0.346	0.360
	Willingness organization to change	0.433	0.453
	Well managed process of change	0.398	0.407

* All construct item are statistically significant, $P < 0.05$

Assessment using Spearman's rank-order correlation between independent variables (Q33) and dependent variables

Spearman's rank –order correlation coefficient (r_s)		e-Purchasing Success	
Group Factor	Construct Item	Project Management	User Satisfaction
Close Collaboration with Trading Partners	Encourages organization to build long term relationship with trading partners	0.331	0.261
	Mutual understanding of needs and capabilities	0.338	0.376
	Partnership agreement	0.334	0.261
	Readiness trading partners	0.312	0.373
	Relationship of trust with trading partners	0.285	0.161*
	Communication with trading partners	0.365	0.298

* All construct item are statistically significant, $P < 0.05$ except bold and oblique item construct, $P > 0.05$ (0.076)

Assessment using Spearman's rank-order correlation between independent variables (Q34) and dependent variables

Spearman's rank –order correlation coefficient (r_s)		e-Purchasing Success	
Group Factor	Construct Item	Project Management	User Satisfaction
User Adoption	Users' knowledge and skills	0.297	0.308
	Appropriate training sessions	0.378	0.465
	Previous experience using IT application	0.282	0.282

* All construct item are statistically significant, $P < 0.05$

Assessment using Spearman's rank-order correlation between independent variables (Q35) and dependent variables

Spearman's rank –order correlation coefficient (r_s)		e-Purchasing Success	
Group Factor	Construct Item	Project Management	User Satisfaction
Organizational Culture	Encourages innovation and learning processes	0.333	0.346
	Encourages sharing of knowledge and information	0.288	0.354
	Allows work cultural transformation	0.375	0.415

* All construct item are statistically significant, $P < 0.05$

Assessment using Spearman's rank-order correlation between independent variables (Q36) and dependent variables

Spearman's rank –order correlation coefficient (r_s)		e-Purchasing Success	
Group Factor	Construct Item	Project Management	User Satisfaction
Business Process Reengineering	Designs and documents important business processes	0.337	0.360
	Changes the process according organizational needs	0.310	0.314
	Simplifies processes and eliminates redundant of activities	0.429	0.385

* All construct item are statistically significant, $P < 0.05$

Assessment using Spearman's rank-order correlation between independent variables (Q37) and dependent variables

Spearman's rank –order correlation coefficient (r_s)		e-Purchasing Success	
Group Factor	Construct Item	Project Management	User Satisfaction
Vendor/ Consultant IT Support	Own business and technical knowledge	0.398	0.345
	Recommends appropriate e-purchasing system	0.369	0.415
	Supports during the implementation process	0.428	0.440

* All construct item are statistically significant, $P < 0.05$

Assessment using Spearman's rank-order correlation between independent variables (Q38) and dependent variables

Spearman's rank –order correlation coefficient (r_s)		e-Purchasing Success	
Group Factor	Construct Item	Project Management	User Satisfaction
Performance Measurement	Creates performance measures for new system initiatives	0.399	0.480
	Establishes appropriate /milestones (i.e., what to achieve by what date)	0.396	0.498
	Conduct post-implementation review	0.337	0.406

* All construct item are statistically significant, $P < 0.05$