TOP MANAGEMENT SUPPORT AND PROJECT TEAM FOR SYSYTEM/IT PROJECT SUCCESS

MUSTAFA OTHMAN HUSSEIN AL-SAIGH

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I dedicated this dissertation to my beloved Mother and Father for their endless support and encouragement.

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IN THE NAME OF ALLAH, MOST GRACIOUS, MOST COMPASSIONATE

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ABSTRACT

Although business performance has long been theoretically hypothesized to be dependent on the level of underlying Information Technology capability, there is a lack of adequate empirical studies to support this claim. In this thesis the researcher discusses how significant top management support and project team towards the success of IT project/system. Significance of IT project/system is the backbone of the organization performance. Based on a real-life case study of developer systems, a model that depicts the level significance of top management support and project team towards information systems success was conducted. To achieve this objectives, quantitative survey method were conducted with 28 developers in CICT department in Universiti Teknologi Malaysia. Data obtained is used to measure the relationship between top management support and project team towards the success of IT project/system for the organization performance. Results show possibility in business performance due to support of top management and project team in accessing information systems success. Recommendations and guideline to avoid developer resistance in systems success are also presented. An equally important future direction is a psychological understanding of the developers' perspectives, attitude strength, attitude structure, and shift resistance to change.

ABSTRAK

Walaupun prestasi sesebuah organisasi telah lama dikaitkan dengan tahap keupayaan asas teknologi maklumat, masih terdapat kekurangan kajian empirikal yang mencukupi untuk menyokong tuntutan ini. Justeru itu, tesis ini membincangkan bagaimana sokongan pihak pengurusan atasan dan pasukan projek adalah penting bagi menentukan kejayaan sesebuah projek teknologi maklumat. Bagi menyokong hipotesis ini, kaedah tinjauan kuantitatif telah dijalankan dengan (28) pembangun sistem dari. Jabatan CICT di Universiti Teknologi Malaysia. Data yang diperoleh digunakan untuk mengukur sejauh mana hubungan di antara sokongan pengurusan atasan dan pasukan projek ke arah kejayaan projek IT / sistem bagi sesebuah organisasi. Hasil kajian menunjukkan wujudnya hubungan ke atas prestasi perniagaan yang bersandarkan kepada faktor sokongan pengurusan atasan dan pasukan projek dalam menentukan kejayaan sesebuah sistem maklumat. Cadangan dan garis panduan bagi mengatasi kekurangan dan pemaju kejayaan sistem juga turut dipersembahkan.

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CHAPTER 1

PROJECT OVERVIEW

1.1 Introduction

Organizations are investing heavily in information technology (IT) systems to effectively integrate and coordinating these activities as well as shape the way they conduct their business. Success systems (IT-Projects) have taking a central position of competition ability between enterprises and organizations. However the most crucial issue is implementing the IT-Projects system well, successful implementation is the first step that leads to achieve success systems (Pan, Nunes, & Peng, 2010). The success of systems lies with usage, maintenance and intensification during the system's post-implementation and exploitation phase (Huang, 2004). Many researchers have referred to the success of systems (IT-Projects) in successive organizations in gaining benefit of implementing IT-Projects.

1.2 Problem Background

During the growth of a competitive global environment, despite the benefits that can be achieved from a successful systems (IT-Projects), there is already evidence of high failure risks in success systems (IT-Projects). Too often, project managers focus mainly on the technical and financial aspects of the implementation project, while neglecting or putting less effort on the nontechnical issues. Therefore, one of the major research issues in IT-Projects today is the study of success systems. there is considerable pressure on most organizations to make their operational, tactical, and strategic processes more efficient and effective An information system (IS) is a group of components which can increase competitiveness and gain better information for decision making. Therefore various organisations have chosen to apply this group of components to their associations (Burton-Jones et al., 2006). Consequently, the organisations decide to implement IS in order to improve the effectiveness and efficiency of the organisations. Information systems have become a major function area of business administration. The systems, nowadays, plays a vital role in the e-business and e-commerce operations, enterprise collaboration and management, and strategic success of the business (Hevner et al., 2004)..

Many companies have been implementing IS in their respective organizations and reorganising their business processes (Rajagopal, 2008). Computer-based IS mainly depend on IT; consequently, successful IS can be measured by the effectiveness of IT to support an organisation's strategies (O'Brien, 2004). The demand for efficient and effective use of IT is also gradually increasing at the present time (Beaumaster, 2002). An organisation that adopted an IT system to provide special attention to planning, acquisition, and implementation of these technologies. Those associates must be aware of the various number of issues which are a part of the ability of the organisation to achieve effective IT implementation (Beaumaster, 2002).

1.3 Centre for Information and Communication Technology

CICT Center for Information and Communication Technology one of the most important department in UTM this department is responsible about all IT-Projects and Communication technology. The success or failure of systems are related to this department so the interesting in this department is a basic need for the success of the rest of the regulations relating to UTM . All the systems in CICT need supporting from top management to be accessible for user and also project to avoid the failure implementing their systems/IT projects. The purpose of Information and Communication Technology to create to recognize faculty , Divisions and Units are continually striving to enhance the use of ICT and innovative in improving the effectiveness and quality of service to customers so one of the most critical factors for system success is project team and vision of top management about develop this department. This study also aims to improve the image and competitiveness of the Faculty , Divisions and Units in the execution of tasks and activities using ICT as well as create innovative and creative transformation (mission of project team). The aim is to see specifically how the Faculty, Division or Unit using an ICT application in detail and its effectiveness in implementing and developing their core business.

In addition the research will consider a discussion on measurement and inter-relationship to be interesting and useful subject with better knowledge of the important of system success (IT-Projects) and their cause effect, managerial decision to mitigate the risks can made better fit to the internal business process of the company. There are no real problems in the application of information technology systems in CICT, but through the support of top management and the project team have better performance and more quality, and study here looking for the best solutions and the most quality for implementing system/IT project, this is the motivation that prompted the researcher to study these factors and the success rate of interest in these systems when factors. (Pan, Nunes, & Peng, 2010).

1.4 Research Question

The main purpose of this research is to help the organization to recognize and understand top management support and project team of system/IT project implementation. Identifying the factors can support decision making for system/IT project implementation and strategic management. This research will investigate these two factors and which of them are the most critical for the organizations and to find out the relationship that exist between them. The strategic questions that arise from the problem background are as follows:

i. What is the effect of top management support towards systems/IT projects success?
ii. What is the effect of project team towards systems/IT projects success?
iii. How much the contribution of top management support and project team on systems/IT Projects success?

1.5 Research Objectives

Today's organizations have advance from the implementation phase to exploitation phase, the successful organizations are now looking into post Implementation. In these days has become a must implement system/IT project to get a competitive advantage (Gable, 2008). The systems/IT project investments are under increasing scrutiny and pressure to justify their value and contribution to the productivity, quality, and competitiveness of organizations. System/IT-Project Success as an increasingly importance topic that requires immediate attention from IS researchers.

The aim of this research to understand and explore how contribution top management support and project team that Company may encounter when implementing system/IT project. The research aimed to explore the impacts, probability of occurrence and frequency of identified risk events, as well as to investigate the correlations between them. This research also attempts to generate a set of meaningful findings that can be used by practitioners as an important tool for risk prevention, management and control, for strategic planning and decision making in systems/IT projects. It is expected to be of particular interest to IS researchers, practitioners and organizational user.

The objectives of this research are;

i. To find the influence of top management support towards system/IT project success.
ii. To find the influence of project team towards system/IT project success.
iii. To find the level of contribution of top management support and project team on system/IT project implementation success.

1.6 Scope of the Research

This research focused on top management support and project team as these play a central role throughout the system/IT project implementation, usage and evaluation process. The system's extensiveness, design and implementation approach depend in good part on the motives leading to its adoption by the organization (Parr and Shanks, 2000). This research has extended the scope of others works who have explored the differences in the factors affecting system/IT project success, and will focus on the important of top management support and project team. The research involves actual

system/IT project members and employees at all levels within the organization to obtain accurate and constructive feedback , during an actual implementation of IT project. This research is narrowed down based on the chosen problem area the research is done from general to find out the more specific scopes for the research. The scopes of the research have been identified as follows:

i. This research focus on CICT department that used system/IT project within Universiti Teknologi Malaysia UTM.
ii. Responders are developers' staff from CICT department in UTM.

Emphasis was placed on CICT department precisely because it is the only section Responsible for application and systems development in the organization of scope Universiti Teknologi Malaysia. All the developers were in this department and there are no other developers in this organization. Therefore, these developers are the primary column and central in Universiti Teknologi Malaysia for development the systems in this case study. Hence, group of developers were selected as a sample of case study to be appointed by the search due to the important was mentioned above, to implement the desired research objectives.

1.7 Significance of the Research

System/IT project have continued to grow in public sector organizations. Given the significant financial investment and important risks involved, it is critical that system/IT project are properly implemented and manage to ensure successful implementation and achieve the desired goals of the adaptation of these systems.

It is important therefore, that organizational leader have appropriate information available to make intelligent, strategic decision when considering potential IT projects. It is also important that they fully understand the risk associated with the implementation of IT project. There are a lot of benefits can be achieved from CICT, especially from development department to Universiti Teknologi Malaysia. these are some benefits from this study:

- Enhance the efficiency of information and communications technology in the university community.
- Expansion of the use of information technology in all activities of the university.
- The provision of infrastructure facilities and information and communication technology are secured.
- Become a centre of reference and implementation of information and communication technology in university.
- Centre for Development of Software / Applications at the University.
- Explore new technology and implementation of information and communication technology.

1.8 Chapter Summary

This chapter provides the overall flow of the research, which consist of the problem background, the objectives, scope and the important of the research. It provides better understanding of the usages of system/IT projects strategic, contribution of top management support and project team in implementation of IT project to achieve the research objectives. The next chapter will present the literature review of the research, which include the areas of the research.

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