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Impact of the Organization's Cultural Traits on the Adoption of Information System

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Abstract

A number of studies have evolved to deal with organizational culture from a variety of perspectives. But the impact of organizational culture on the successful adoption of the information systems in organizations is ambiguous. Therefore this study was undertaken to apply Denison's organizational cultural traits to find the impact of cultural traits on the adoption of information systems in the state banks in Sri Lanka. Because, this model is popular and practical to demonstrate the links between organizational performance and its culture. A quantitative approach undertaken revealed that the adoption of information systems has been influenced by four cultural traits, such as involvement, adaptability, mission and consistency. The involvement and adaptability were found to be more significant cultural traits in the banks. However, a slight improvement in the existing bank culture will bring more improvements in the organizational performances.

Keywords: *Cultural Traits, Adoption, Information System, State Banks.*

I. Introduction

Culture is defined as the collective programming of the mind that differentiates the members of one group or category of individuals from another [1]. In contrast, organizational culture is characterized as fundamental beliefs, assumptions, values, and experiences that contribute to an organization's specific social and psychological environment. The organizational culture operates unknowingly and establishes an organization's view and its environment in a fundamental way [2]. Although the concept of organizational culture has evolved from anthropological theory, its implications have attracted scholars' attention in various fields, especially technology adoption.

As organizational culture remains one of the important factors influencing the adoption and the success of information systems [3-5], practitioners and academics are increasingly concerned about addressing and exploring cultural factors.

According to Chatman and Jehn [6] the organizational culture supports linkages between information systems adoption and business performance. Thus, it has become one of the critical factors contributing to the success of developing and implementing organizational information systems. Jackson [7] also opined that culture was the most important factor in determining an organization's success or failure.

II. Literature Review

Organizational Culture Models

A number of studies have evolved to deal with organizational culture from a variety of perspectives. Below are the commonly cited studies:

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Hofsted's cultural model is one of the most cited and fundamental models for comparing cultures among nations [8, 9, 10]. Hofsted demonstrated that national and regional cultural groups affect organizational behavior and identified four cultural dimensions. The first dimension is power distance, which refers to power distribution inequality and measures the interpersonal power or influence of bosses and subordinates. A higher score indicates that some individuals exercise more power than others, whereas a lower score reflects equal rights among all. The second dimension, uncertainty avoidance, describes how much individuals feel threatened by uncertain or unknown circumstances. Low risk-taking, minimal innovation, stability and conservatism are characteristic of strong uncertainty avoidance cultures. Individualism vs. collectivism, which is the third dimension of culture, refers to individuals' inclusion into primary classes in society. People in individualistic cultures are more concerned about themselves than the group, whereas collectivist societies are more concerned about members in their organizations. The fourth cultural dimension, masculinity vs. femininity, describes whether a particular society is mainly male dominant or female dominant in terms of cultural values, the role of the gender, and power relationships. Individuals in feminine cultures pay more attention to the views of others.

O'Reilly, Chatman and Caldwell [11] developed a model based on the conviction that cultures can be characterized by values strengthened within organizations. Employees should theoretically have the same fundamental cultural assumptions and values as the company is believed to have. The eight-dimension framework called OCP (organizational culture profile) is an instrument developed by them to evaluate the fitness between individual and organization. Innovation, support, stability, respect for people, outcome orientation, attention to detail, team orientation and aggressiveness are the eight dimensions of OCP. The model is suitable for measuring how culture affects organizational performance and identifying the most efficient people suited to an organization.

Deal and Kennedy [12] argued that there is nothing better than another kind of culture because circumstances create types of culture. Deal and Kennedy's two-dimensional model was developed based on four different types of organizations. Each type of organization pays more attention to how fast feedback is received, how members are rewarded, and what risks are taken. The first type, *work-hard, play-hard culture,* focuses on quick feedback (reward) and low risk. The pressure is expected from the amount of work instead of anxiety. The second type is *tough-guy macho culture,* characterized by rapid feedback (reward) and high risk. Here, the pressure is caused by high risk and potential loss (reward). The attributes of the third type of organization known as the *process culture* are slow feedback (reward) and low risk and the pressure is fuelled by the internal politics and system incompetence. The last type is *bet-the-company culture,* characterized by slow feedback (reward) and high risk. And the pressure is caused by high risk and delay before realizing what actions have had consequences.

Schein [2] claimed that employees learn from their past experiences and start doing it daily, thus shaping the workplace culture. Organizational culture is not formed in a single day but is formed in time as employees undergo various changes, adjust to changes in the external environment, and solve problems. According to his theory, organizational culture falls into three distinct levels: artifacts, values, and assumptions. The tangible components of an organization, such as equipment, fixtures, rewards system, dress, etc., which are shared and accepted by the organization

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members are referred to as artifacts. Compared with basic assumptions, the second level of corporate culture, the values, is at a higher level of awareness among employees. The values demonstrate the shared viewpoints of the members on how things should be. The third is an assumption that is a sort of belief taken for granted as reality. This element of culture is often forbidden from being discussed within the organization and thus never questioned.

The study of Cameron and Quinn [13] on organizational effectiveness and success resulted in developing the Organizational Culture Assessment Instrument, which differentiates four types of organizational culture. The first type is clan culture, a comfortable workplace where leaders behave like a father. Such culture focuses more on cohesion with mutual interests, flexible internal maintenance, people's concerns, and customer responsiveness. The second type of adhocracy culture refers to a vibrant workplace that stimulates creativity and innovation with a higher degree of flexibility and individuality in external positioning. The third type is the market culture that describes a competitive workplace with a need for stability and control and emphasizes productivity, consistency, results, and customer clarity. The fourth one, hierarchy culture, describes a formally structured workplace that focuses on internal maintenance with stability and control requirements. Such a culture relies on formal structures, policies, and procedures.

The impact of organizational culture on information system success is not clear [14]. According to Ngwenyama & Nielsen [15], defining precisely what organizational culture is and how to study it has been a problematic task. In general, Information system cultural studies regard culture as cohesive rather than interdependent or inconsistent. Existing studies underestimate culture's complexities and fail to understand how and why cultural values over time clash and change [7]. Despite a variety of organizational models found in literature, one of the models widely used is Denison [16]'s organizational cultural traits and it is a popular and practical model that clearly demonstrates the links between organizational culture and organizational performance [17]. Therefore, this study was undertaken to study the impact of Denison's cultural traits on the adoption of information systems. And the adoption measurement was captured from the Technology Acceptance Model (TAM) of Davis [18]. Figure 1 illustrates the research framework.

Cultural traits

Denison [16] classified organizational culture into four cultural characteristics such as involvement, consistency, adaptability and mission. This model was used as part of the diagnostic process to highlight the strengths and weaknesses of organizational culture and to indicate how its effectiveness can be influenced by organizational culture [19, 20].

According to Denison [16], involvement refers to the level of employee engagement in organizational decision-making. When organizations empower and inspire their employees, focus more on team building and improve human capital irrespective of level, the employees feel a sense of ownership and contribute to the organization's success [21]. Organizations should make their employees feel that they are part of the organization, and their input is vital to the organization's decision-making. Denison's involvement is measured by three indexes: a) empowerment that signifies the individual who has the power and capacity to accomplish their own work; b) team orientation that emphasizes the importance of collaborative work that employees share and c) capacity development that reflects the capacity of the

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organization to invest continuously to develop employee ability to be innovative and competent in the business. The organization characterized by a cultural trait of involvement will easily adopt any new system. Therefore it is hypothesized as:

H_1: the involvement cultural trait will have a positive impact on the adoption of information system.

The studies showed that organizations that are consistent and well-integrated have more effectiveness [21]. Consistency refers to the degree of regulatory integration where managers and employees have shared thinking and a high degree of agreement. Sustainable companies create organizational structures that build an internal management system based on consensus [22]. Core values, agreement, and coordination and integration are the three characteristics that measure consistency. Core values exhibits the members' shared values that create identity and clear anticipations whereas agreement shows the willingness of members to reach agreement on pressing issues. The third characteristic, coordination, and integration enables members to work together to achieve organizational goals regardless of differences. In a nutshell, the cultural trait, consistency will help the organization to adopt any new system easily, and therefore it is hypothesized as:

H_2: the consistency cultural trait will have a positive impact on the adoption of information system.

Adaptability culture is vital for organizational success because an organization with adaptability culture traits can react quickly to the changes in the external environment. According to Kotter and Heskett [23], adaptability and organizational performance are closely related. In fact, the organizations that have the capability to adapt to the changes quickly translate the demand of the changing environment into action. The organizations with the ability to adjust to changes promptly translate environmental demand into action [21]. Denison's adaptability culture trait is measured with three indexes: a) creating change that allows the organization to develop responsive ways to the changing needs. The organization scans the business environment, rapidly respond to the present situations, and foresee potential changes; b) customer focus lets organizations satisfy their clients by understanding and fulfilling their future requirements, which ultimately determine the organization's success and c) organizational learning offers an opportunity to learn many more new things from the environment to innovate the way the organization performs and to improve its knowledge and capabilities. Hence, it is apparent that the organization characterized by the adaptability cultural trait will easily adopt any new system and is hypothesized as:

H_3: the adaptability cultural trait will have a positive impact on the adoption of information system.

The last cultural trait of Denison, mission, is considered to be the most important. According to Fisher [24], it is the most accountable cultural trait for a number of basic organizational achievements. Organizations that do not understand their current position and destination tend to fail. Successful organizations have a clear goal and direction that contributes to determining organization's objectives and strategic vision for the future [21, 25, 26]. The mission trait is also measured by three indexes a) strategic direction and intent: this demonstrates an organizational purpose and informs employees of how they might contribute to the organization; b) goals and objectives: this gives the employees a clear path in their work to achieve the goals and objectives that are related to the organization's mission, vision, and strategy; and c) vision: every organization has a shared vision for the future. This articulates core values and encapsulates employees' minds

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towards its vision. An organization that has a clear mission about its future will attempt to adopt any new, beneficial system. Therefore it is hypothesized as:

H_4: The mission cultural trait will have a positive impact on the adoption of information system

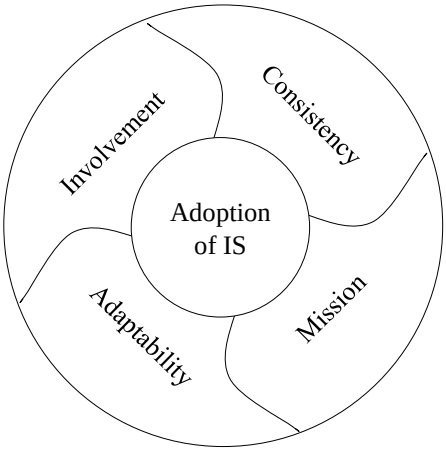

Figure 1. Research Framework

III. Research Methodology

As this study analyzes the cultural traits of organizations, it is considered appropriate to select organizations with similar businesses. Each organization creates its own distinctive culture [27], but businesses that produce the same products and services may have a similar culture and that it would be easy to transfer technology among companies with similar cultures [28]. Therefore, the state banks in Sri Lanka, that are offering similar banking services and products have been selected for this study.

Convenience sampling is considered one of the most common techniques used in quantitative studies when the respondents are readily available [29]. Therefore, the researcher chose the same approach for collecting data from readily available bankers representing different positions in the banks. A structured questionnaire designed considering the survey items of Denison & Mishra [19] and Davis [18] was used to collect data. The first section of the questionnaire collects demographic information of bankers, and the other section comprises 28 items, of which 24 items cover four cultural characteristics: involvement, consistency, adaptability, and mission, and 4 items focus on technology adoption. Each item is measured with a five-point Likert scale question ranging from 1 to 5 to express the degree of agreement.

IV. Data Analysis and Findings

A total of 133 questionnaires were collected. After excluding six incomplete questionnaires from the data set during the screening process, normality testing was performed to examine whether data were normally distributed. Table 1 illustrates the descriptive statistics for the data collected, such as the number of items, mean, standard deviation, Skewness, and Kurtosis. Skewness and Kurtosis are two tests usually carried out to check the normality. As their values fall within the acceptable range between +1 and -1 [30], the distribution of data evidently passes the normality test.

Table 2 shows the respondents' profile. The majority of the bank employees (70.1%) are male. Pertaining to respondents' experience, 15.7% of the respondents indicated that they have more than 12 years of experience, while 26.8% indicated that they have less than 4 years of experiences. The experience of the majority of the employees (57.5%) falls between 4 to 12 years. Of those surveyed, 41.7% respondents are staff assistants, and the remainder falls into management categories, including branch manager (12.6%), deputy manager (16.5%), and assistant manager (29.1%). As for bankers' qualifications, 14.2% have a master's degree, 33.1% have a bachelor's degree, 25.2% have a diploma, and the rest have other qualifications.

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Table 1. Descriptive Statistics

Factor	Item	N	Mean	Std. Deviation	Skewness	Kurtosis
Involvement	Invo_1	127	4.26	.622	-.246	-.602
	Invo_2	127	4.12	.658	-.136	-.686
	Invo_3	127	4.07	.868	-.539	-.563
	Invo_4	127	4.01	.722	-.367	-.035
	Invo_5	127	4.34	.680	-.552	-.745
	Invo_6	127	3.90	.816	-.468	-.150
Consistency	Cons_1	127	3.82	.833	-.341	-.379
	Cons_2	127	3.87	.839	-.354	-.436
	Cons_3	127	4.11	.714	-.532	.282
	Cons_4	127	3.96	.680	-.526	.796
	Cons_5	127	4.01	.696	-.417	.297
	Cons_6	127	3.99	.776	-.166	-.840
Adaptability	Adap_1	127	3.77	.738	-.394	.120
	Adap_2	127	3.85	.839	-.309	-.489
	Adap_3	127	4.08	.708	-.115	-.981
	Adap_4	127	4.07	.868	-.539	-.563
	Adap_5	127	3.98	.800	-.223	-.784
	Adap_6	127	4.04	.771	-.258	-.746
Mission	Miss_1	127	3.90	.750	.064	-.966
	Miss_2	127	4.34	.624	-.399	-.651
	Miss_3	127	3.94	.784	-.455	-.064
	Miss_4	127	3.77	.738	-.394	.120
	Miss_5	127	3.84	.842	-.287	-.528
	Miss_6	127	3.95	.789	-.365	-.314
Adoption	Adop_1	127	3.96	.766	-.524	.187
	Adop_2	127	4.31	.681	-.472	-.794
	Adop_3	127	3.88	.808	-.447	-.134
	Adop_4	127	3.99	.717	-.342	-.021

Table 2. Respondents' Profile

Item	Categories	Sample Size	Percentage
Gender	Male	89	70.1
	Female	38	29.9
Years of experience	Less than 4	34	26.8
	Between 4 to 8	51	40.2
	Between 8 to 12	22	17.3
	More than 12	20	15.7
Position	Branch Manager	16	12.6
	Deputy Manager	21	16.5
	Asst. Manager	37	29.1
	Staff Assistant	53	41.7
Qualification	Maser Degree	18	14.2
	Bachelor	42	33.1
	Diploma	32	25.2
	Other	35	27.6

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Table 3. Factor Analysis

Items	Component				
	1	2	3	4	5
Invo_1	.568				
Invo_2	.833				
Invo_3	.821				
Invo_5	.744				
Invo_6	.795				
Cons_3			.784		
Cons_4			.689		
Cons_5			.750		
Cons_6			.638		
Adap_2		.538			
Adap_3		.788			
Adap_4		.833			
Adap_5		.640			
Adap_6		.610			
Miss_2				.723	
Miss_3				.802	
Miss_4				.689	
Miss_5				.826	
Adop_1					.621
Adop_3					.795
Adop_4					.871

The factor analysis, as the data reduction technique, was performed to check if the measured items tap into the same variables. Table 3 shows the final output of the factor analysis performed using the principal components and the Varimax method to measure the constructs. The items which fall within the each construct surpassing the ceiling value of 0.5 [30] have been retained and the cross loadings and the loadings do not meet the cut off mark were excluded for further analysis.

Table 4. Reliability Analysis

Construct	No. of Items	Cronbach's Alpha	KMO	Bartlett's test for Sphericity
Involvement	5	0.838	0.801	Significant
Consistency	4	0.808	0.746	Significant
Adaptability	5	0.801	0.803	Significant
Mission	4	0.729	0.728	Significant
Adoption	3	0.871	0.724	Significant

Following the outcome of the factor analysis, reliability analysis was conducted on the variables. Crobach's alpha provides the most comprehensive analysis of the pattern of internal consistency. The alpha value of 0.6 or above is recommended [31]. Table 4 shows that the alpha values of all constructs are above 0.7. The results of the Kaiser-Meyer-Olkin (KMO) test, which determines the sampling adequacy of the data, are above an acceptable level, and the corresponding Bartlett Sphericity Tests are also significant. Consequently, the results of the preceding analyses validate the suitability of the constructs and the adequacy of the data for the required analyses.

Correlation and regression analyses were performed separately to examine the relationship and strength between constructs of cultural traits and the dependent variable, adoption of IS. The following Tables 5 and 6 show the result of correlation and regression analysis, respectively.

Table 5. Correlation Analysis

Construct	Adoption	P-value
Involvement	.882**	.000
Consistency	.491**	.000
Adaptability	.738**	.000
Mission	.456**	.000

**. Correlation is significant at the 0.01 level (2-tailed).

It was hypothesized that involvement cultural trait will have a positive impact on the adoption of an information system. The correlation coefficient of involvement (r=0.882, p=0.000) shows a strong positive correlation between involvement and adoption of IS. Further, the regression analysis conducted to know the strength of the relationship demonstrates that involvement cultural trait single-handedly explains 77.8% of the variation of the adoption of the information system, i.e., R^2= 0.778, with F (1, 125)=437.688 and P=0.000. Therefore, the finding permits to acceptance of the first hypothesis, i.e., H_1: the involvement cultural trait will positively impact the adoption of an information system.

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Table 6. Summary of Regression Analysis between Cultural Trait Variables and Dependent Variable

Construct	R	R Square	Adjusted R Square	F	t	Sig.
Involvement	.882	.778	.776	437.688	20.921	.000
Consistency	.491	.241	.235	39.741	6.304	.000
Adaptability	.738	.545	.541	149.782	12.239	.000
Mission	.456	.208	.202	32.854	5.732	.000

Similarly, the adaptability culture trait, which measures the internal response to changes in the external environment, has also been found to be stronger and significant (r=0.738, p=0.000). It was noted that adaptability could explain 54.5% of the adoption of information system i.e. R^2= 0.541, with F (1, 125) = 149.782 and p = 0.000. Therefore, the result supports hypothesis H_3, i.e., the adaptability cultural trait will have a positive impact on the adoption of information system.

Consistency is referred to regulatory integration based on consensus between managers and employees to achieve organizational objectives, whereas mission demonstrates the clear steps and direction to achieve the organization's objectives. As these two cultural traits, consistency (r=.491) and mission (r=.456), yielded a coefficient of correlation close to 0.5, the correlation could also be considered relatively stronger, and they were found statistically significant. The regression analysis also revealed that consistency can determine 24.1% variation of adoption of information system (R^2=.241 (F1, 125)=39.741 and p=0.000) while mission can determine 20.8% variation of adoption of information system (R^2=0.208, with F (1, 125)=32.854 and p=.000). Therefore both hypotheses (H_2: The consistency cultural trait will have a positive impact on the adoption of information system and H_4: The mission cultural trait will have a positive impact on the adoption of information system) are accepted.

V. Conclusion

There are many studies on organizational culture which have been interpreted from diverse perspectives. Although the organizational culture has been identified as one of the key factors affecting the adoption of information systems, the impact of the organizational culture on the success of the information system is not clear [14]. Therefore this study was undertaken and employed Denison's organizational cultural traits, one of the popular and practical models to study the cultural impact on the adoption of the information system at the state banks in Sri Lanka.

The study clearly showed that organizations' cultural traits have a significant impact on information system adoption. The most significant cultural trait influencing adoption of information systems is involvement which indicates that the banks are characterized by a culture of involvement. In other words, banks make their staff feel that they are part of the organization and take their inputs into account when making any decisions. Besides, 77.8% of the variation in the adoption of the information system can be predicted by the involvement cultural trait.

The second influencing cultural trait is adaptability. This adaptability cultural trait of the banks shows that the banks are prepared for a rapid response to changes in the external environment, and the adaptability traits can predict 54.5% variation in the adoption of

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information. It has also been found that two other cultural traits, such as consistency and mission, have a significant impact on the adoption of the information system. Consistency trait focuses on core values, agreement, and coordination, and integration, whereas mission set a clear path in their work to achieve the goals and objectives. According to the findings, consistency can predict 24.1%, and mission can predict 20.8% of variations in the adoption of the information system. Compare to the other two cultural traits, consistency and mission yielded relatively a lower predicting power, but it was found in the literature that these cultural traits are also important for organizational success.

In a nutshell, the four cultural traits influence the adoption of information systems in the state banks in Sri Lanka. The findings also indicate the prominent cultural traits that have influenced the successful adoption of information systems of the banks. Further, the results are instrumental for the management to identify the strengths and weaknesses of organizational culture and devise a strategy to enhance organizational performance by bringing slight improvement in the banks' existing culture.

This study was limited to the state banks in Sri Lanka, and the findings of the study of cultural traits in state banks are consistent with the previous study. However, a future study that includes both private and foreign banks will provide a better understanding of the differences in cultural traits between banks and their significant impact on organizational success.

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