THE MODERATING EFFECT OF INFORMATION TECHNOLOGY CAPABILITY ON THE RELATIONSHIP BETWEEN BUSINESS CONTINUITY MANAGEMENT FACTORS AND ORGANIZATIONAL PERFORMANCE

ZAHARI BIN ABU BAKAR

DOCTOR OF PHILOSOPHY
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By

ZAHARI BIN ABU BAKAR

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ABSTRACT

Despite the enormous acknowledgement of the importance of Business Continuity Management (BCM) in sustaining organization survival, very limited studies have focused on the effects of BCM on organizational performance. Hence, the purpose of this study is to provide the empirical evidences that support the relationships that exist between BCM Factors and Organizational Performance with the moderating effects of Information Technology Capability (IT Capability) in organizations from various sectors in Malaysia. Based on the existing literature, BCM Factors are operationalized by Management Support, External Requirement, Organization Preparedness, and Embeddedness of Continuity Practices. A combination of self-administered and mail survey was deployed involving 147 ISO 27001 and ISO 22301 certified organizations representing both public and private sectors. These organizations were selected as they are deemed to possess a considerably higher sense of commitment towards embracing BCM best practices to enhance their business resilience. At the end of the data collection phase, the study managed to obtain 77 usable responses constituting an effective response rate of 55 percent. The findings indicate that BCM Factors namely External Requirement and Embeddedness of Continuity Practices are significantly related to Overall Organizational Performance and Non-Financial Performance. However, only External Requirement is found significantly related to Financial Performance. The results also reveal that fully supported relationships are found between IT Capability and all Organizational Performance dimensions. In addition, the findings show that IT Capability moderates the relationship between BCM Factors and Organizational Performance. These results provide valuable insights to both practitioners and academia for further understanding the effects of BCM Factors and IT Capability on Organizational Performance. Finally, the research limitations are discussed and suggestions on extended area of research are recommended for future researchers.

Keywords: business continuity management, organizational performance, IT capability, ISO 27001, ISO 22301

ABSTRAK

Walaupun semakin banyak pengiktirafan terhadap kepentingan Pengurusan Kesinambungan Perniagaan (PKP) dalam mengekalkan kemandirian sesebuah organisasi, namun kajian yang memberi tumpuan terhadap kesan PKP kepada prestasi organisasi adalah sangat terhad. Oleh itu, kajian ini adalah bertujuan untuk mengemukakan bukti empirikal yang menyokong perhubungan di antara faktor PKP dan Prestasi Organisasi dengan kesan pengantara terhadap Keupayaan Teknologi Maklumat (Keupayaan IT) dalam organisasi daripada pelbagai sektor di Malaysia. Berdasarkan literatur semasa, faktor PKP dioperasikan oleh Sokongan Pengurusan, Keperluan Luaran, Kesediaan Organisasi, dan Penerapan Amalan Kesinambungan. Gabungan dua kaedah kaji selidik iaitu kaedah tadbir kendiri dan mel ini telah melibatkan 147 buah organisasi yang memiliki pengesahan sijil ISO 27001 dan ISO 22301 yang wewakili kedua-dua sektor awam dan swasta. Organisasi ini telah dipilih kerana dianggap memiliki komitmen yang tinggi dalam mengamalkan amalan PKP terbaik untuk meningkatkan daya tahan perniagaan masing-masing. Di akhir fasa pengumpulan data, kajian ini berjaya mendapatkan 77 maklum balas yang boleh diguna pakai untuk mewakili kadar maklum balas efektif sebanyak 55 peratus. Dapatan kajian menunjukkan bahawa faktor PKP seperti Keperluan Luaran dan Penerapan Amalan Kesinambungan mempunyai hubungan yang signifikan dengan Prestasi Keseluruhan Organisasi dan Prestasi Bukan Kewangan. Walau bagaimanapun, hanya Keperluan Luaran sahaja didapati mempunyai hubungan yang signifikan dengan Prestasi Kewangan. Dapatan kajian ini juga menunjukkan sokongan penuh terhadap hubungan di antara Keupayaan IT dan kesemua dimensi Prestasi Organisasi. Selain daripada itu, kajian ini mendapati bahawa Keupayaan IT memberikan kesan pengantara terhadap hubungan di antara faktor PKP dan Prestasi Organisasi. Hasil kajian ini memberikan pandangan yang berharga kepada kedua-dua pihak iaitu pengamal dan ahli akademik untuk memahami lebih lanjut terhadap kesan faktor PKP dan Keupayaan IT ke atas Prestasi Organisasi. Akhir sekali, batasan kajian juga telah dibincangkan dan cadangan penyelidikan lanjut turut disarankan kepada penyelidik masa hadapan.

Kata kunci: pengurusan kesinambungan perniagaan, prestasi organisasi, keupayaan teknologi maklumat, ISO 27001, ISO 22301

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TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF ABBREVIATIONS

BCI	-	Business Continuity Institute
BCP	-	Business Continuity Planning
BCM	-	Business Continuity Management
BCMS	-	Business Continuity Management System
BIA	-	Business Impact Analysis
BNM	-	Bank Negara Malaysia
BRP	-	Business Resiliency Planning
CEO	-	Chief Executive Officers
CIA	-	Confidentiality, Integrity and Availability
CNII	-	Critical National Information Infrastructure
DRP	-	Disaster Recovery Planning
ETP	-	Economic Transformation Program
EUC	-	End User Computing
GTP	-	Government Transformation Program
ISMS	-	Information Security Management System
ISO	-	International Organization for Standardization
ICT	-	Information and Communication Technology
IS	-	Information System
IT	-	Information Technology
KBV	-	Knowledge-Based View
MAMPU	-	Malaysian Administrative Modernization and Management Planning Unit
OP	-	Organizational Performance
PDCA	-	Plan Do Check Act
RBV	-	Resource-Based View
ROI	-	Return of Investment
SDLC	-	System Development Life Cycle
SIRIM	-	Standards and Industrial Research Institute of Malaysia
SPSS	-	Statistical Package of Social Science

CHAPTER 1
INTRODUCTION

1.1 Introduction

The purpose of this study is to examine the moderating effect of IT capability on the relationship of between business continuity management factors and organizational performance. This chapter presents the outline of this study. It describes the research background, states the problem statements, defines the research questions and objectives, highlights the significance of the study, outlines the scope of the study, and provides the definition of key terms. The chapter ends with the organization of the thesis.

1.2 Background of the Study

In current landscape, the global business atmosphere and conditions are becoming more turbulent and sometimes unpredictable. Situations such as drastic technology advancements and social dynamics affect almost everyone including all organizations around the planet (Mitroff, 2004; Pollard & Hotho, 2006). Hence, organizations desiring to stay competitive and successful must be well protected, through heightened resilience so that they could remain profitably in the event of any fatal business disruption. According to Wong (2009), organizations that incorporate Business Continuity Management (BCM) in their strategic management could gain a distinctive competencies over their competitors in terms of operational resilience, which includes swift recovery of critical business functions at predefined period of time while minimizing the adverse impacts to their value and reputation.

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