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

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

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


Kata kunci: pengurusan kesinambungan perniagaan, prestasi organisasi, keupayaan teknologi maklumat, ISO 27001, ISO 22301
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ALHAMDULILLAH.
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<td>BCI</td>
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<td>Business Continuity Management</td>
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<td>BIA</td>
<td>Business Impact Analysis</td>
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<td>BNM</td>
<td>Bank Negara Malaysia</td>
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<td>BRP</td>
<td>Business Resiliency Planning</td>
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<td>CEO</td>
<td>Chief Executive Officers</td>
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<td>CIA</td>
<td>Confidentiality, Integrity and Availability</td>
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<td>CNII</td>
<td>Critical National Information Infrastructure</td>
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<tr>
<td>DRP</td>
<td>Disaster Recovery Planning</td>
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<tr>
<td>ETP</td>
<td>Economic Transformation Program</td>
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<tr>
<td>EUC</td>
<td>End User Computing</td>
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<tr>
<td>GTP</td>
<td>Government Transformation Program</td>
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<tr>
<td>ISMS</td>
<td>Information Security Management System</td>
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<tr>
<td>ISO</td>
<td>International Organization for Standardization</td>
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<tr>
<td>ICT</td>
<td>Information and Communication Technology</td>
</tr>
<tr>
<td>IS</td>
<td>Information System</td>
</tr>
<tr>
<td>IT</td>
<td>Information Technology</td>
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<td>KBV</td>
<td>Knowledge-Based View</td>
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<td>MAMPU</td>
<td>Malaysian Administrative Modernization and Management Planning Unit</td>
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<td>OP</td>
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<td>PDCA</td>
<td>Plan Do Check Act</td>
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<td>ROI</td>
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<td>SIRIM</td>
<td>Standards and Industrial Research Institute of Malaysia</td>
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<td>SPSS</td>
<td>Statistical Package of Social Science</td>
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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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