

Behavioral Management Strategies of IS Implementation and IS Success

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Abstract

This study suggests that based on the planned change theory the behavioral management strategies of information system (IS) implementation are substantially divided into 3 kinds of strategies - the empirical/rational, the normative/re-educative and the power/coercive ones. And the integrative research framework of contingent relationships between these strategies and IS success is reasoned theoretically and hypothesized. The contingency variables included in this research model are 10 ones: 5 ones of them are concerned with the characteristics of environment under which IS is implemented and the rest 5 ones are with regard to the characteristics of the IS-object task. An empirical analysis of 109 IS implementation projects in 57 Korean business firms supports the existence of 3 generic behavioral management strategies of IS implementation and the significant contingent relationships between these strategies and IS success. That is, 3 generic strategies proved to be identified empirically through common factor analysis. And to test the contingent relationships statistically, multiple regression analyses, in which the independent variables were the 3 strategies and the dependent variable was IS success, was performed for the subsamples bifurcated according to the median values of each contingency variable.

Keywords and Phrases: planned change theory, IS implementation, empirical/rational strategy, normative/re-educative strategy, power/coercive strategy, contingent relationship, contingency variables, IS success, IS-object task