MIS Strategy and Its Influence on the SMEs

Mojtaba Abounajmi*, Behrooz Gharleghi**, Behrang Samadi* and Norizan Abdul Majid***

New technology has impacted more benefits to firms to enhance their products and also to compete with other competitors in the global setting. The objective of this paper is to examine the relationship between the subjective norms, perceived usefulness and perceived ease of use of the product towards the MIS competency to maximize the utilization of resource management on global SMEs in Iran. The correlation test as well as regression analysis are performed using SPSS to identify these relationships. The empirical results revealed that there is a positive and significant relationship between subjective norms and perceived usefulness towards the MIS competency. The present study contributes to the better understanding of the importance of the MIS strategy and competency in global SMEs.

JEL Codes: D24, M11 and M15

1. Introduction

Globalization as stated by Laudon and Laudon (2006) is accelerated with enhancement in information system that permits coordination of decentralized organizations and knowledge orientated economies with other organizations across the borders. Kalakota and Robinson (2001) in their literature states that information architecture amongst other form of organizations that takes in the information technology into it system to steer towards achievement of functions and goals. Recently trend suggests that the globalizations term implies to stronger ties in economic, political, and cultural wise among world’s nations. Globalization has enhanced the international trade aspect that comprises amplification of international capital transactions, technology and labour globally along with inclination towards global adoption in legal, institutional, political and cultural practices (Osborne, 2003).

Information system can facilitate goods production and trading to happen concurrently in multiple nations to cope with the drastic increase in international trades and emergence of global economy demands. In order to achieve integration in multinational information systems, a universal hardware, software and communications procedures has to be developed for businesses by creating cross-cultural accounting and reporting structures as well as designing transnational business procedures (Roche, 1992).

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Development in technological influences the changes in different ways. Furthermore the aspects of communications, transportation, investment and information processing system has also manifold due to the development. Peter (1994) in his research findings indicated that there has been a transformation in sectors involving production technology which coupled with enhanced communication and transportation services facilitates and enables producers to make separate productions in multiple places where it is grown, produced and packed in different geographical locations. Producers free to practice economies of scale which allows producer to make mass production of a specialized product and market it globally. Specialization in the manufacturing industry has further catapult surpass trading to finished product. Evident shows that semi-industrial has taken part and gained based on the manufacturer’s increased trading amongst the developed country (James and Leat 1997).

Maintaining centralized control of MIS standardized information and processes service helps to widens service and manufacturing organization. Brooke and Maguire (1998) explains that more manufacturing organization after long having to practice Total Quality Management (TQM) has begun to depend more on offshore companies and facilities that are transformed into different businesses to bring services and product to the customers (Mazher et. al 2015; Ramezani and Gharleghi 2013). Similar business methodologies alike TQM has remained the same as compared to the ever changing challenge that manufacturer facing in coping with the human elements of decentralized business that includes demographics of expanding global workforce (Patricia, 2007).

Furthermore, the application of information technology of Management Information System (MIS) is intended in improving the strategy of organizations in the use of it. However, it is found that there is an absence of MIS knowledge and the correct application in the organizational system of the information by organizations and individual working in it. The practice of the system requires a wide range of abilities and skills in an organization. As most of the tasking is being executed manually and can be time consuming this will indirectly results to low efficiency, decrease to productivity. Therefore, Henson (2001) highlighted the importance of MIS resources in determining the appropriate application of IT which in turn can affect an organization’s MIS strategy.

The main objective of this paper is to examine the influence of MIS adoption factors such as subjective norm, usefulness and ease of use of the product on MIS competency on global SME’s in Iran on the perspective of resource management of the product.

The remainder of the paper is organized as follows. Section 2 outlines the extant literature, while Section 3 introduces the basic theory underlying the competency and also the techniques used. Section 4 describes the data, and our empirical findings. Section 5 concludes the paper.

2. Previous Studies

Management Information Systems (MIS) can be applied in multiple aspects in an organizations and businesses such as problem solving solution. The adaptation of MIS in an organization will open up doors to lucrative business opportunities as the system is a useful tool in providing accurate and organized data that can be access in an instant in facilitating
organization manager to come up with accurate and correct decision making (Pedarpur et al., 2013).

Inevitably any changes in management will indirectly affect others that are working under one administration in an organization. Robbins (2005) states that when managers of an organization decides on changes onto the structures, they must not fail to expect or predict what the impact of such actions onto their products. Therefore, the understanding of how the workforce will perceive the changes is important to the effectiveness of the implemented changes. Benkhoff (1997) has highlighted the necessity for managers to consider the importance of employees’ expectations and worries with implementation of plan for changes.

It is a fundamental importance to anticipate and confront these outcomes to enacting meaningful change. Robbins and Langton (2005) claims in explaining the strategy is that people’s behaviour outcomes is due from their perception of what reality is rather than the reality itself. Implementation of MIS in product production is a transformation stage that addresses the concern that would aligns the reality perceived and the reality itself for the product.

MIS technology focuses purely on automating tasks of back-office and did not inevitably weight MIS out as it gives product managers and executives the tools to decision making and much less better people management decisions. Dianna et al., (2005) further explains in their study about human capital management that company’s commitment in leverage collaborative tools is as important as the right collaborative tools to product as it enables development in teamwork across and external business. The MIS is an innovative way to access to better and reliable information.

MIS can benefit an organization in enhancing the workforce productivity and leadership development besides contributing to the capabilities that effecting the strategy drivers and final business strategy. MIS has a strategic role in enhancing efficiency in back-office functions that can help businesses transforms the way they leverage their people to strive and provide customer satisfaction. Lukaszewski et al., (2005) explains that application of MIS in an organization will help the business towards continuous building strategic value for the business.

2.1 Adoption of MIS

A social psychology model is normally applied to explain the diversity in behavioural intention and theory of planned behaviour (Ajzen, 1991). The theory of planned behaviour (TPB) has elements similar to the Theory of Reasoned Action (Fishbein and Ajzen 2004) whilst the theory of reasoned action (TRA) is developed based on the Theory of Information Integration (Anderson, 1994). The TPB over shadows TRA as the theory includes Perceived Behavioural Control (PBC) because TRA has limitations in explaining behaviour that one has no autonomous control (Samadi et al., 2015).

Present study indicates that Theory of Planned Behaviour (TPB) is most established social psychology theories whereby it explains how perceptions have an influence on actions (Ajzen, 1985). TPB has been adapted globally and the outcomes form the practices can provide
information that gives understanding regarding variety of health-related behaviour successfully. For this study TPB offers a methodical and inclusive framework allowing the assessment factors involving personal, social and psychological. The key objective of this research is to evaluate the psychosocial predictor that can impact consumer purchase behaviour and decision making determining the applicability of TPB model in global SMEs context alongside the TPB constructs (Jamali et al., 2014).

TPB model has been well developed that can help to predict behaviour across a variety of situations. Ajzen (1991) in his literature explains that TPB is a wide spread model that designed to clarify vast features of human behaviour. Thus, it is not impossible to expect that TPB based model could efficiently clarify consumer purchasing behaviour. Through such analogy, this research aims to operationalized, empirically examine and recommend an extended model (e.g. Inclusion of self-identity) that describes and foresees the influence on the global SMEs in Iran (Zohoori et al., 2013).

Technology Acceptance Model (TAM) attempts to study the factors that contribute to acceptance of computer technology and users’ utilization of the technology. The basis of predicting end-user acceptance to computer technology is proven through TAM by applying two separate but interconnected principles TAM which are ease of use and perceived usefulness. Allen et al., (1992) from their research found that the perceived usefulness of the two TAM variables studies indicates the strongest influence. By definition the perceived ease of use represent the limit of an individual trust in a system that is free of effort (Samadi et al., 2015). The results from the study of all the beliefs clearly show that the perceived ease of use is theorized to be a predictor of perceived usefulness. External variables e.g. computer self-efficiency influenced both types of beliefs.

Agarwal and Prasad (1999) in their literature findings shows that directly or indirectly the perceived ease of use has an important impact on usage of intention through its effect on perceived. In the effort to prevent "under-used" the system should be both easy to learn and use in situations for example that involves useful system problem and internet banking. They suggest that IT system will not be seen as a threat when its application is easy to use and user friendly.

Researches in the past decades indicate that perceived usefulness highly depended on the importance of direct or indirect effect of perceived ease of use on usage intention. Moreover as previously defined the perceived usefulness is an extent to which a person believes that using a particular system will enhance their job competency. Agarwal and Prasad (1999) highlighted that behavioural intention of using information system is impacted by the effect of perceived usefulness on usage intention.

2.2 Development of the Product and MIS Strategy

MIS strategy encompasses a number of goals (Ivancevich and Matteson, 1996). The result based on the objectives be measured which includes turnover and absenteeism, personal behaviour effects and reflect the individual’s reactions to the work (eg staying with the job or quitting due to physiological or health problems). Individuals’ actions which interpreted from intrinsic and extrinsic outcomes (e.g. variety, autonomy, supervision) can influence their job
strategy. Furthermore, strategy of MIS is a developed product or activity by individuals striving to attain goals, standards, quantities or other type outcomes. A specific organizational framework is set up to perform their strategy that will directly or indirectly influence it. They states that organizational climate, culture, strategy and structure and job strategy can influence job satisfaction, motivation, absenteeism, productivity and commitment.

2.3 Competency of Management Information System

Strategic management as debated by Mintzberg (1994) states that competency of MIS was not just “alternative nomenclature for everything falling under the umbrella of strategic management”. It is a way of clearly recognizing characteristics in unfolding the variance between strategic planning versus subjective norm and perceived usefulness versus ease of use. Mintzberg (1994) said action plan is developed through strategic planning that is a systematic programming of pre-identified strategies. MIS competency can be achieved by combining the process of exploiting perception and ingenuity which outcome is “a combined perception of the initiative.” However, there are some situations whereby traditional planning approaches undermines MIS competency and impedes the success of organization in implementing the MIS adaptation.

Wilson (1994) suggested that MIS competency is all about strategy thinking. As he put it, "The need for competency of MIS has never been greater which means continuing improvement (in competency of MIS) has profoundly changed the appeal of competency of MIS so that it is no longer appropriate to refer to it as competency of MIS." Wilson (1994) in his literature definitions MIS competency as some kind of fresh and enhanced version of competency of MIS that points to considerable misperception in trying to explain the competency of MIS.

Stacey (1992) states MIS competency in his literature as "using analogies and qualitative similarities to develop creative new ideas and designing actions on the basis of new learning." This definition is differs from MIS competency that focuses on the following pre-programmed rules. On the other hand divides competency of MIS into two modes: “strategy as intelligent machine” (a data-driven, information processing approach) and “competency as creative imagination.” The first is generally considering competency of MIS and the second refers to the competency of MIS. The literature study indicates that the discussion on MIS competency is separation between the creative versus the analytic.

As a conclusion from result collected, it can be debated that by thinking within a set of assumptions and potential action alternatives and challenging it the competency of MIS can potentially points to a fresh and more appropriate ones with understanding being the first element. MIS competency has a mental model of the complete system from beginning to end of value creation and understands the interdependencies within individuals. Senge (1990) explains the influence of our behaviour in relation to significance of mental models.

2.4 Implementation of MIS Competency

Innovation level is another MIS strategy that defines the attainment of innovation in time. MIS Strategy as explained by Hensen (2001) states that is not merely determined by the future, but includes the current gap between reality and future. Strategic intent suggests a sizeable
pull for an organization whereby current capabilities and resources will not be enough. This will require the SMEs to be more imaginative, to fully utilize inadequate resources. Henson (2001) implies that the traditional aspect of strategy intent that emphasizes on the degree of fit between existing resources and current prospects which makes mismatch between ambitions and resources. Hence, through linking the past with the present and future, the strategic of MIS can always be “MIS in time.”

All in all, strategic MIS connects the past, present and future by applying institution’s memory and its broad historical context as critical inputs into creating its future (Hopkins, 2003; Jamali et al., 2015). Variation between the past, present and future is vital for both strategy making and implementation. Moreover, the vital need for both continuousness of the past and course direction for the future to have ability to control changes in process in the midway. Given this then, the real question is not what the future we are trying to create looks like, rather it is “having seen the future that we want to create, what must we keep from that past, lose from the past, and create in our present, to get there.”

Strategic MIS is no doubt critical to the survival of SMEs especially in this ever changing time and significantly effective if adapted within a progressive strategy-making system to support strategic planning (Mintzberg, 1994). Consequently, MIS system that is proposed in global scales as a logical framework allows strategic planning and strategic to work together, rather than a strategic planning which impedes the success of strategic MIS (Jamali et al., 2015). Two different models are shown to illustrate the feasibility of this proposition, with a view that both the practicing strategists as well as academics may be helped (Henson, 2001).

2.5 Perceived Usefulness and Ease of Use

Using two distinct but interrelated beliefs TAM uses, perceived usefulness and perceived ease of use, as the basis for predicting end-user acceptance of computer technology. From the two TAM variables, it has been found that perceived usefulness to have the strongest influence (Allen et al., 1992). The definition for Perceived ease of use would be to the extent that a person believes that using a particular system will be free of effort. From all different beliefs, the perceived ease of use is hypothesized to be a predictor of perceived usefulness. External variables e.g. computer self-efficacy influenced both types of beliefs.

Perceived ease of use has a significant effect on usage of intention, either directly or indirectly through its effect on perceived usefulness (Agarwal and Prasad, 1999; Venkatesh, 1999, 2000; Venkatesh and Morris, 2000). For preventing the “under-used” useful system problem, internet banking systems need to be both easy to learn and also easy to use. When IT is easy to use, it will be less threatening to the individual.

Over the past decade, a couple of extensive researches provide evidence of the importance of effect of perceived ease of use on usage intention, either directly or indirectly through its effect on perceived usefulness. Moreover, perceived usefulness defines itself as the extent to which a person believes that using a particular system will enhance their job competency. It proves the importance effect of perceived usefulness on usage intention toward the behavioural intention of using information system. (Venkatesh and Morris, 2000).
2.6 Literature Gap

As all previous studies show, there was no literature given about the competency in Iranian SMEs (to the best of authors’ knowledge). This research fills the gap by introducing the theory of planned behaviour to overcome the issue.

3. Research Methodology

According to Cohen (1998), studies may either in nature or descriptively conducted to test hypotheses. The quantitative study with survey research is undertaken when not much is known about the situation at hand, or no information is available on how similar problems or issues have been solved in the past. A descriptive study is undertaken in order to ascertain and to describe the characteristics of the variables of interest in a situation. Studies that use hypotheses testing explain the nature of a relationship or the differences among groups or the independence of two or more factors in a situation. This study will use a combination of the three methods discussed, that is, survey, descriptive, and hypotheses testing.

3.1 Research Framework

The present study hypothesized the interaction between subjective norm, usefulness of the product and ease of use of the product as independent variables and its influence to the MIS competency as dependent variable (Figure 1). Using underpinning theory of planned behavior (Azjen and Fishben, 2004), this study succeeds to examine the MIS adoption strategy among global SME’s in Shiraz, Iran in the rapid technological changes. Shiraz is chosen because it is considered as a fast developing province in Iran and contributes to the economy of the country significantly. Recently there was a notable development of information systems in the firms in this region.

Figure 1: Research Framework

Based on the figure above, following hypotheses are constructed and stated in null form and will be tested in next session:

- **H0:** There is no significant influence from Subjective Norms towards MIS competency.
- **H0**: There is no significant influence from Usefulness of the Product towards MIS competency.
- **H0**: There is no significant influence from Ease of Use of the Product towards MIS competency.

### 3.2 Data Collection Technique

This study utilizes a stratified simple random sampling approach because it is one of the probability sampling designs which every single element in the population has a known and equal chance of being selected as a subject. The primary objective of this research is to test the research hypotheses, based on the conceptual framework of this study. This study will use quantitative research approach and survey the product on organization. Questionnaire is designed and will be distributed to the sample of the research. A questionnaire using a five-point scale will be employed to collect the data for the constructs of the research model. Items from previous studies were modified for MIS strategy and MIS context. The measure uses a five-point Likert-scale ranging from “1” (strongly disagree) to “5” (strongly agree). Since the population of SMEs in Iran is very high, therefore Shiraz province is targeted only. The population size was determined to be about 5000 and therefore based on Krejcie and Morgan (1970), the sample size calculated to be 357. Therefore, a total of 357 usable questionnaires are collected and analysed. Since the population is high therefore the sample size also should be high enough to represent the population. This study helps to improve the previous studies in the context of global SMEs in Iran by including the theory of planned behaviour.

### 4. Empirical Findings

This section deals with the construct assessment of the main study. The construct assessment provides a detailed discussion of scale and items reliability. Furthermore, the main study discusses respondents` demographic profiles and purification of the measurement variables. The scale reliability was assessed by Cronbach’s alpha, item-to-total correlations and reliability coefficients. The scale purification involved the Cronbach’s alpha of each items construct and variable model of constructs. Furthermore, the composite reliability was computed to verify the internal consistency of measurement scale.

Likert Scales was considered in this study, as the ordinarily refers only to an ordinal relationship of values within a single item. Likert scales are by far the most common type of survey item, in which the usual response categories are "strongly agree," "agree," "don't know," "disagree," and "strongly disagree." Researcher also insists such sets pass the Cronbach’s alpha or some other test of inter-correlation to confirm all items in the research variables construct.

The data collected by distributing the questionnaires among 357 respondents among the various departments of SMEs in Iran. In this study, the data analysed using descriptive statistics, correlation, and regression, Pearson correlation used to see the correlation among variables, and linear regressions to confirm the effect of the independent to dependent variables.
Table 1 shows the numbers of respondents based on their field of work, there were 11% Manufacturing, 12% Electric, gas and water supply, 13% Construction, 8% Wholesale and retail, 10% Finance, 10% Transportation/distribution, 2% Communication, 3% Finance, Insurance, and business services, 11% Housing subsidies, 10% Public services, 6% Health, 8% Education, training and development and 1% Other Services. Table 2 provides the descriptive statistics of the variables considered in this paper.

### Table 2: Descriptive statistics

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>Std. deviation</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>MIS competency</td>
<td>4.11</td>
<td>0.558</td>
<td>357</td>
</tr>
<tr>
<td>Subjective Norms</td>
<td>4.02</td>
<td>0.605</td>
<td>357</td>
</tr>
<tr>
<td>Perceived Usefulness</td>
<td>4.07</td>
<td>0.602</td>
<td>357</td>
</tr>
<tr>
<td>Perceived Ease of Use</td>
<td>3.91</td>
<td>0.594</td>
<td>357</td>
</tr>
</tbody>
</table>

### 4.1 Reliability of Research Variables

Through the internal consistency, researcher measured how consistently individuals respond to the items within a scale. Note that measures of internal consistency are not tests of the unidimensionality of items in a scale. The Cronbach’s alpha will represent the level of the reliability of the items and variables.

All measures obtained from the data of 357 individuals (N=357) were subjected to reliability to assess the dimensionality of the measurement scale. Only items with a high factor loading and no cross loading greater than 0.40 were retained. Scale reliability was assessed in term of items-to-total correlation and Cronbach’s alpha higher than 0.7 was used to determine the internal consistency of the measurement scale. Cronbach's alpha is a measure of the inter-
correlation of items. If alpha is greater than or equal to 0.7, then the items are considered uni-dimensional and may be combined in an index or scale (Cohen and Cohen, 1988).

**Table 3: Reliability test**

<table>
<thead>
<tr>
<th>Variables</th>
<th>Cronbach’s alpha</th>
<th>No of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subjective norms</td>
<td>0.899</td>
<td>13</td>
</tr>
<tr>
<td>Perceived usefulness</td>
<td>0.892</td>
<td>10</td>
</tr>
<tr>
<td>Perceived ease of use</td>
<td>0.687</td>
<td>7</td>
</tr>
<tr>
<td>MIS competency</td>
<td>0.905</td>
<td>13</td>
</tr>
</tbody>
</table>

All measures exhibited high reliability with coefficient alphas ranging from ~0.70 to ~0.90, equal or exceeding the acceptable level of 0.70 (Cohen, 1998) in all cases. Overall, the measures performed well and in conclusion, according to the findings from the study, all measures were considered reliable for further analysis.

### 4.2 Correlation Analysis

Table 4 shows that Subjective norm and Perceived usefulness and Organization Competency variables were significantly correlated in the strong positive correlation (0.908 and 0.841). According to Cohen & Cohen the $P$-value more than 0.8 represents the strong relationship. Perceived ease of use was found in the low level of relationship with MIS competency ($p=0.146$).

**Table 4: Correlations Statistics**

<table>
<thead>
<tr>
<th></th>
<th>Subjective Norm</th>
<th>Perceived Usefulness</th>
<th>Perceived Ease Of Use</th>
</tr>
</thead>
<tbody>
<tr>
<td>MIS competency</td>
<td>0.908</td>
<td>0.841</td>
<td>0.146</td>
</tr>
<tr>
<td>Sig.</td>
<td>0.000</td>
<td>0.000</td>
<td>0.003</td>
</tr>
<tr>
<td>N</td>
<td>357</td>
<td>357</td>
<td>357</td>
</tr>
</tbody>
</table>

According to Cohen and Cohen (1988), the positive significant correlation coefficient confirmed the high relationship between subjective norm, and perceived usefulness towards MIS competency, furthermore the significant influence level show that subjective norm, perceived usefulness has an impact to the MIS competency. The present study determines the confident level of the reliability of the items, high association of variables and also confirms the positive influence of subjective norm, and perceived usefulness to the MIS competency of organization.

### 4.3 Regression Analysis

This section provides the result of regression analysis to test the developed hypotheses earlier. Before proceeding to the regression analysis, a model summary and an ANOVA analysis have been performed to ensure that all variables should be in the model.
The $R^2$ value for the regression model is obtained as 0.847; therefore 84% of the variations in MIS competency will be correctly predicted by the independent variables. The results F-test is statistically significant $F(3, 353) = 659.1$ with the p-value less than 0.05, i.e. $p < 0.000$.

One-way ANOVA is implemented to identify whether there is a significant difference between the mean of variables. As stated in table 6, the F-test is highly significant, it implies that there is a significant difference between the mean of variables. Therefore, we proceed with the regression coefficient estimation to test the hypotheses of the paper.

For the hypotheses testing, there are three direct paths as main ways in which linear regressions is used to determine which variables explain the greatest and significant proportions of the variance in the variable of interest and what these proportions are. The findings confirmed all predictors have a positive influence on MIS competency. Subjective norm and perceived usefulness found to be significant i.e. high effect to dependent variable, but perceived ease of use found to be not significant. Following table (8) provides the result of hypotheses testing using regression results;
Table 8: Hypotheses Testing Results

<table>
<thead>
<tr>
<th>Variable</th>
<th>Beta</th>
<th>Sig.</th>
<th>Findings</th>
<th>Hypothesis Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subjective Norms</td>
<td>0.624</td>
<td>0.000</td>
<td>($\rho = 0.000 &lt; \alpha = 0.05$)</td>
<td>Hypothesis null is rejected</td>
</tr>
<tr>
<td>Perceived Usefulness</td>
<td>0.254</td>
<td>0.000</td>
<td>($\rho = 0.000 &lt; \alpha = 0.05$)</td>
<td>Hypothesis null is rejected</td>
</tr>
<tr>
<td>Perceived Ease of Use</td>
<td>0.026</td>
<td>0.194</td>
<td>($\rho = 0.194 &gt; \alpha = 0.05$)</td>
<td>Hypothesis null is accepted</td>
</tr>
</tbody>
</table>

4.4 Hypothesis Testing - Summary

Table 8 summarizes the interpretations of hypotheses. Hypothesis null failed to reject for perceived ease of use only, indicating no relationship between MIS competency and perceived ease of use, while the remaining factors could be used to explain the MIS competency, as the null hypothesis rejected for subjective norms and perceived usefulness. It could be interpreted from the B value that the MIS competency is increased by 0.6 units when one unit of subjective norms increases. Also, MIS competency is predicted to be increased by only 0.2 units when one unit of perceived usefulness changes. MIS competency would increase by 0.02 units with every one unit of perceived ease of use.

The result obtained in this study is supporting the research question and objectives of the study. We find that subjective norms and Perceived Usefulness are the major determinants towards MIS competency in global SMEs. The overall results obtained in this study are in line with previous studies such as; Lukaszewski et al., (2005), Allen et al., (1992), Venkatesh and Morris, 2000.

5. Conclusion

The key objective of this study was to observe the correlation between subjective norm, perceived usefulness and ease of use towards the MIS competency. In the study of MIS competency is delineate in the scope of SMEs products using MIS. Likewise the competency application to company business functions changes the terms of competency and behavioural. The deviations comprise subjective norm, perceived usefulness and ease of use. The study conclusively establishes solutions to research questions, objectives and present evident for formulated hypothesis. From the regression results, this study indicated a direct relationship between combinations amongst independent variables (subjective norm, perceived usefulness and ease of use) with supported evidence for formulated hypothesis towards the MIS competency. The results revealed that there is a significant relationship between subjective norms and perceived usefulness towards the MIS competency. The findings of this paper is in line with conceptual development studies by Mintzberg (1994) regarding the subjective norm, perceived usefulness and perceived ease of use as interaction of MIS Competency. This study will further add to the body of knowledge in the way that Perceived Ease of Use is not a significant variable towards competency in the context of global SMEs in Iran.
5.1 Limitations of the Study

The sample that was employed in this study has limited generalizability because of the sampling plan used since the questionnaire distribution was conducted only in SMEs in Iran. The results may be applicable only to members of medium and high contact services. The findings then, are not necessarily generalizable globally and care should be taken in any generalization since only one independent variable was examined to explore the subjective norm, perceived usefulness and ease of use in organization competency. Further research should examine the generalizability that is required to enhance a better understanding of employee to the organization competency measurement through another variable involved in their environment.

5.2 Significance of Study

The present study is designed to provide benefit for management practitioners, especially for stakeholder in global SMEs. As for practitioners, the aim is to offer a holistic and in-depth overview of how to form the product through the determination of MIS competency and strategy. For stakeholders, they will be aware of the determinants of MIS competency in their related organization.

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