YANGON UNIVERSITY OF ECONOMICS
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EFFECT OF INFORMATION SYSTEMS ON ORGANIZATIONAL PERFORMANCE OF PRESIDENT OFFICE

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EMBA II – 47
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"This thesis submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA)."

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ACCEPTANCE

This is to certify that the thesis entitled "**Effect of Information Systems on Organizational Performance of President Office**" has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

Board of Examiners

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ABSTRACT

This study aims to examine the effect of information systems on user satisfaction, to investigate the effect of information systems on organizational performance, to analyze the effect of user satisfaction on organizational performance and to analyze the mediating effect of user satisfaction on relationship between information systems and organizational performance of President Office of the Republic of the Union of Myanmar. To reach the study objectives, this study is specified and tested by using descriptive method and multiple linear regression analysis. The Roasoft sample size calculator is used for sample size. In this study sample size is 162 respondents of 278 populations are asked to collect survey data. Simple random sampling method is used for collecting the data. Their responses are gathered through structured questionnaire with 5-point likert- scale. The result of this study shows that the information systems such as system quality, information quality and service provider quality has positively effect on user satisfaction and organizational performance of President Office. And also this study shows that the user satisfaction is positively effect on organizational performance of President Office. The study also reveals that there is mediation effect between information systems such as system quality, information quality and service provider quality and organizational performance of President Office while user satisfaction effective. The study highly recommends the organizations that they should emphasize on information systems in order to improve user satisfaction and organizational performance of the President Office of the Republic of the Union of Myanmar.

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LIST OF ABBREVIATIONS

D&M	DeLone and McLean
EDMS	Electronic Document Management System
GPMS	Government Personnel Management System
HR	Human Resource
ICT	Information Communication Technology
ID	Identity
IMBOK	Information Management Body of Knowledge
IS	Information System
IT	Information Technology
MIS	Management Information System
MoA	Memorandum of Agreement
MoU	Memorandum of Understanding
MPT	Ministry of Post and Telecommunication
MS	Mini Sheet
Prof	Professor
SAP	System Application and Product
SPSS	Statistical Package for social Science

CHAPTER 1
INTRODUCTION

The role of information system (IS) is vital now-a-days in business environment because it has evolved over time to become an integral part of its business operations. The use of information system has increased for last few years not only by firms, but also by individuals and even governments. Because of the today's global environment where competition is very high, it is the basic requirement of the organization to install information system to compete in the market and to earn more profitability, invest in innovation in their products, and to grow their businesses. All of these elements shifted the information system from data processing systems to decision support systems, laying the groundwork for the new business environment. This system provides the information that organizations need to manage themselves efficiently and effectively. Information systems are typically, information systems are computer systems used to manage hardware, software, data, procedures, and people. Information systems are distinct from In comparison to other systems, they are utilized to facilitate and assess strategic and operational processes. Most commonly, information systems refer to the study of how people, groups, and organizations assess, create, put into practice, manage, and make use of information systems. systems to generate information to generate information to improve the efficiency and includes systems referred to as "decision support systems", "expert systems", and "executive information systems." Information system is very crucial to store and process data in an organization because an organization cannot survive without information. Furthermore, the right information provided at the right time empowers businesses make more accurate decisions, plan and control the business activities. Information systems create an impact on the business functions, performance, and productivity. The use of computers and information systems has brought many changes to businesses that are felt in various areas including decisions making by managers. Furthermore, information systems can change the way decisions are made and has finally allowed managers time to get out of the office more. Information systems enable staff to perform their duties more effectively with greater efficiency, high quality and to improved retrieval of information, paper works elimination, and instant sharing of information.

Information system is very crucial in an organization and its importance cannot be over emphasized as no organization can survive without information. And also the appropriate amount of knowledge at the appropriate time is a key factor for every organization, because information enables organization to make decisions that are more accurate. Furthermore, managers take decisions, prepare plans and control their organization's activities using information. Equally, an information system plays a very significant role within an organization by creating an effect on the operations, effectiveness, and production of the company. The impact of information systems on the organizational functions is in its management and with a good support, the management of finance, marketing, production and personnel become more efficient. Also the use of computers and information systems have brought many changes to organizations, which are felt comprising the manager's position, structure, authority, power, and work content, as well as employee career ladders and supervision.

System Quality is characterized as appropriateness, system reliability, and software and hardware stability. System Quality is defined as suitability, reliability of the system, and stability of the software and hardware Information about the system's ease of use, functionality, and flexibility is required, understandable, and reliability. It is formed in the interaction process between a user and a system such as when completing a specific task. Moreover, it is considered as one of the pillars that affect user satisfaction and usage as higher levels of system quality are positively associated to higher frequency of actual usage. Many types of research have been done on the role of system quality in many technology applications all over the world. Moreover, in the context of e-government, a study reported the significance of the relationship between system quality and usage of e-government services.

Information quality is the properties of system output as being accurate, up-to-date, and complete, In addition to relevance, comprehension, and accessibility, information quality also includes as described. Other Researches described information quality as the instructional attributes shaped by the information system. Additionally, information quality is being well organized, effectively presented, and useful. Numerous forms of research have examined the role of information technology in various applications and settings.

Service provider quality refers to the fulfillment of delivered service in meeting users' requirements, expectations and satisfaction. In the context of IS research, in their updated information system success mode, have referred to service provider quality

through the key sub factors which were assurance, tangibles, reliability, empathy, and responsiveness.

User Satisfaction is a subjective evaluation of the various effects of IS use on people, organizations, and society. The User Satisfaction measure is a measure of the net benefits perceived by the information system's stakeholders (individuals, groups of individuals, management of organizations, and society). User satisfaction measures do not adequately measure this idealized construct and it is approval or likeability of an IS and its output.

Organizational performance is defined as the accumulated results of all the activities and processes in an organization. Despite the several measures of organizational performance, these measures can only be evaluated with 3 qualitative and quantitative criteria. Organizations assign their resources differently in order to maximize their objectives and their performance is proportional to the amount of information technology enabled resources they assign. In order to achieve high organizational performance, organizations need good information systems and other information technology enabled applications, governed by good information technology practices. Therefore, organizations invest heavily in information technology and related information systems as it is perceived to link the business model and the critical drivers of success. Moreover, organizational performance is assessed to determine whether the organization has reached or even.

The President Office is the head of government bodies and running as a policy maker role. It control and give the guidance of policy, laid down the rules and regulations for all ministries and Governments of States and Divisions accordance with state constitution. It was formed by 11 departments Department.

The President Office has been using the information systems of electronic document management system (EDMS), government personnel management system (GPMS), website of President Office, video conferencing system, MPT mail and messenger to support the e-Government system. EDMS is a mailing system and it link between President Office and all ministries and all Government of States and Divisions. It was handled by Department of Information and Office Security. GPMS was used for data storage of all personnel of President Office and it was handled by Department of Administration and Finance. Website of President Office was uploaded the current news and information of activities of President and Deputy Presidents, orders, announcements, rules and regulations and other related information of President Office. The President and

Deputy Presidents lead the online meeting with Ministers and Chief Ministers of State and Division Government via video conferencing. MPT mail was created by Ministry of Transport and Tele Communication and it was used for personal by director level and above of President Office. Messenger is used for personal of all staffs of President Office and it is portable application of message transformation.

1.1 Rationale of the Study

The Republic of the Union of Myanmar has been implementing the e-Government system for developing of socio-economic conditions. In an effort to achieve comprehensive development that encompasses the administration, social, economic, educational, and health sectors the Myanmar government, e-government can be considered an important component. With this in mind, the government has included the policy to establish a data ID card system, a digital government strategy, and an e-government system in the economic policy as a national objective. The e-Government system enables government agencies and organizations to provide effective services by leveraging ICT technology. Furthermore, the government that implements the e-Government process is regarded as a smart government, a government concerned with sustainability, a government concerned with future generations, and so on. The President Office is leading the role of e-Government system among the government organizations. And also President Office needs to create the e-Office system itself for development of organization performance to support the e-Government system. Therefore, it is need to choose this topic.

When the government attempt to create the e-Government, it is necessary to developed information technology. Information technology refers to the technical components, typically organized as hardware, software and communications, used to make up an information system. However, the technology information technology itself is useless, unless it is engineered into information systems that consist of hardware, and all the components of a working system as well as the staff working with the system to deliver output to meet the needs of the business. Information technology is not the same as information systems, but it is the building blocks with which organization work. As a result, business organizations have engineered information technology and implemented information systems and other solutions as part of their information technology / information systems strategy to meet the business strategy as highlighted by the body of knowledge for information management (IMBOK) framework.

Information systems are applied to improve business processes and bring data to the business that becomes useful as business information. Furthermore, the business processes and business information are fundamental to how an organization is seen and operates. Most businesses have a strategy that guides and directs their efforts, even though the quality of the strategy varies. Furthermore, information technology must be aligned to the business strategy to address the business needs, by engineering it into IS and other applications. There are a lot of research on the approaches, techniques and technologies for the design and development of information systems. However, there are a few articles that cover the impact of information systems on planning strategies and decision making. Information system is a system or process that delivers the necessary data for effective organization management. Additionally, MIS is information creation, use, and application systems by individuals, organizations, and society as a whole. A system made up of a network of all internal communication channels in a company is an information system. Therefore, it is the main fact that choosing the title of information system in this research.

In this research paper, the researcher chooses the organization of President Office. Because of the responsible of leading for implementation of e-Government in entire nation, the President Office had leaded and implemented for e-Government and itself to create for e-Office system itself. To create the e-Office system and implementation of e-Government system, the Present Office needs to create information systems first. On the other hand, the Present Office needs to measure the capacity, work load and organizational performance of itself. The two factors of creating the information systems and measuring of organizational performance are important for President Office. Therefore, the researcher paid attention to measure the organizational preferment of President Office by information systems which ware created in it already. Moreover, creating of e-Office system and e-Government system are concern with development of entire nation and employees of the President Office. And also information systems are lead to develop the capacity of employees in President Office.

1.2 Objectives of the Study

The prime purpose of this thesis is to assess the effect of information system on organizational performance with special reference to the President Office of The Republic of the Union of Myanmar. This study also emphasized the following aims in particular:

(1) To examine the effect of information systems on user satisfaction.

(2) To investigate the effect of information systems on organizational performance.

(3) To analyze the effect of user satisfaction on organizational performance.

(4) To analyze the mediating effect of user satisfaction on the relationship between information systems and organizational performance.

1.3 Scope and Method of the Study

The primary focus of this investigation is the effect of information systems on user satisfaction and organizational performance of President Office of the Republic of the Union of Myanmar. Both primary and secondary data are collected.

As a primary data collecting, the questionnaire was distributed to the managerial level officers of President Office. The structured questionnaire with a 5-points Likert scale was developed for data collecting. Data collection period is one month from 1st August 2022 to 31st August 2022. Simple random sampling method is used to questionnaires with managerial level users from President Office. Population size is 278 and sample size is 162 by using Roasoft formula. After conducting survey, gathered data are summarized and then analyzed by using SPSS (Statistical Package for Social Science) Software. Descriptive method and multiple linear regression method were used for data sampling. The questionnaire consists of two different sections; regarding respondents' demographic questions are part 1 as general information, and part 2 organizes related to the items measuring system quality, information quality, service provider quality, user satisfaction and organizational performance questions.

Secondary Data are obtained from previous research papers, text-book, websites and other related information resources from President Office.

1.4 Organization of the Study

This research paper organized with five chapters. The paper started by chapter one in which the introduction is stated and under the title of introduction, subtitles of rationale of the study, objectives of the study, scope and method of the study and organization of the study are described. In chapter two, it was showed with theoretical background in which the theory of De Lone and Mclean model was explained. The profile of the President Office and implementation of information systems in President Office were shown in chapter three. In chapter four, the analysis/research findings of information quality, system quality, and service provider quality, effect of information systems on

user satisfaction, effect of the user satisfaction and effect of the information system on organizational performance of President Office were explained. And finally, the conclusion in which involves findings and discussions of the study, suggestions and recommendation and limitation needs for the further research in chapter five.

CHAPTER 2
THEORETICAL BACKGROUND

This chapter focuses on the theoretical background which is used in this study. The theoretical background relevant to this study consists of seven parts: (1)information system theory search as the DeLone and McLean models, the new D&M model of IS success, (2)Information System search as system quality, information quality, service provider quality, (3)user satisfaction, (4)organizational performance, (5) previous studies (6) conceptual framework of the study.

2.1 The DeLone and McLean Models

DeLone and McLean (1992) identified more than 100 measures that had been used in some 180 studies at the time. They found that attempts to measure IS success had started in 1949 "when researchers were still trying to understand when one considers that 'information' as the output of an information system or the message in a communication system which could be measured at a technical, semantic level, and effectiveness level". The information system produces information that is, afterwards, communicated to the recipient who is subsequently influenced or not by the information. Using the two most important theories by then and the numerous studies dealing with each level or stage of the information transfer DeLone and McLean (1992) concluded that this huge research can be gathered in six distinct categories or aspects of information systems: (1) system quality, (2) information quality, (3) IS use, (4) user satisfaction, (5) individual impact, and (6) organizational impact (see Table 2.1). The authors did not provide empirical validation of the model; they concluded their study mentioning the need for empirical testing and validation of their taxonomy. Nonetheless, the model had been widely adopted by researchers in the IS discipline during the following years, received a lot of criticism and provided the background for almost all studies that aimed at IS evaluation. For this reason the original taxonomy is briefly discussed in the next paragraphs.

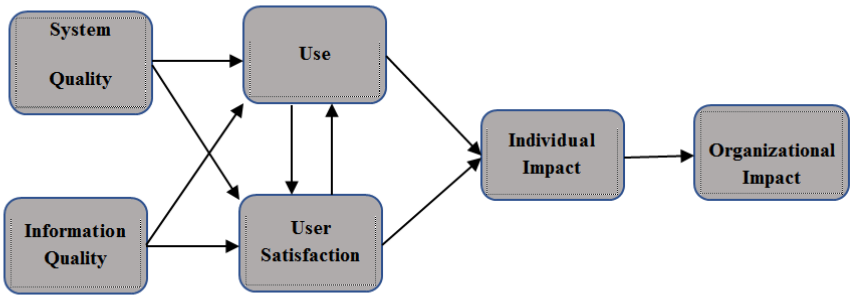
Table 2.1 DeLone and Mclena Model

Shannon & Weaver 1949	*Technical Level*	*Semantic Level*	*Effectiveness/Influence Level*			
Mason, 1978	*Production*	*Product*	*Receipt*		*Influence On receipt*	*Influence On system*
Categories of IS success	System quality	Information quality	Use	User satisfaction	Individual impact	Organization impact

Source: DeLone & Mclena (1992)

The original DeLone and McLean (1992) model (see Fig.2.1) presented the interrelationships between six IS success variables. These categories contained the most frequently used measures that had been identified by the year 1992 and provided the theoretical background for the subsequent streams of research.

Figure.2.1 Original DeLone and McLean Model



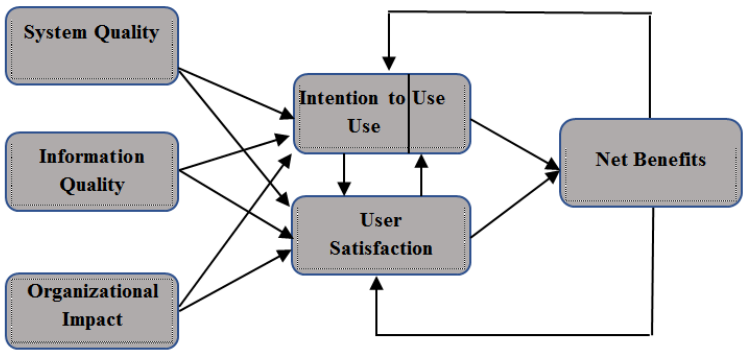
Source: DeLone & McLean (1992)

This concept is basically dealing with the processing system itself or the system's performance. There have been many studies dealing with different measures of system's quality. The concept of information quality many researchers focused on measuring the quality of the basic system output, mainly the reports. User satisfaction or user information satisfaction became the most widely used determinant of IS success not only due to the logical explanation, but also because it constituted a comprehensive construct compared to other concepts that were too difficult to conceptually develop and test.

2.1.1 The New D & M Model of Information System Success

The wide adoption of the original IS success model, the even wider criticism and the increased interest in the construct of IS effectiveness motivated (DeLone & Mclean, 2003) to extend the original framework addressing the main topics of the debates. The revised model (Fig. 2.2) comprised a new construct the 'service quality' and the 'net benefits' which captured the broader impact of IS. Finally, for the construct "use" the authors explained that it "preceded user satisfaction'' in a process sense. However, they went on to say that the positive experience with 'use' lead to greater ''user satisfaction" 'in a causal sense'. This concept of system quality covers technical aspects and includes measures such as data quality, flexibility, ease of use, functionality, reliability, and integration with other systems. Information quality refers to the quality of the reports that the system produces and relevant measures are accuracy, completeness, consistency, and currency.

Figure.2.2 New D & M Model



Source: DeLone & McLean (2002)

Service quality relates to the quality of te IT support department's services and comprises the measures like responsiveness reliability, technical competence, and empathy of the IT people (Pitt et al., 1995). System use refers to the way the people capitalize on the capabilities of the system, i.e. frequency of use, purpose of use, level of use etc. User satisfaction covers all the measures relevant to the user's satisfaction with the system as presented and discussed in the previous paragraph The 'net benefits' was the new term comprising the measures that contribute to the success of various groups involved when we talk about IS success: individuals, groups, organizations, and industries. These can be productivity, sales, cost reduction and any other suitable benefits for the different stakeholders. The section after this one is devoted to a thorough review of the pair relationships between the D&M model constructs.

2.1.2 Information Systems

Before analyzing the IS effectiveness as our independent construct, it was considered necessary to provide a brief discussion on the concepts of success and effectiveness and how these were defined in the pertinent literature. The attempt to evaluate the implementation of information systems started in 1949 "when researchers were still trying to understand when one considers that 'information' as the output of an information system or the message in a communication system which could be measured at a technical, semantic level and effectiveness level". Following the advances on IT, several rather older studies used the term effectiveness in an attempt to explore the impact of IS on organizations (Thong & Yap, 1996). There are two main views that attempt to define system effectiveness and suggest ways that it can be measured: the goal-centered view and the systems-resource view (Campbell, 1977). The goal-centered view evaluates system effectiveness in terms of the achievement of pre-determined objectives (Molnar & Rogers, 1976). On the other hand, the system-resource view conceptualizes system effectiveness in terms of resource viability rather than in terms of specific task objectives. Considering technological resources, system effectiveness can be evaluated by the quality of the system or service levels. For some researchers, the evaluation should consider both views. It was in 1992 when DeLone and McLean (1992) identified more than 100 criteria/ measures that had been used in some 180 studies at the time. The authors presented the interrelationships between six IS implementation variables that could be used as 'success measures'. The appearance of these measures, most authors used the term success for the evaluation of information systems (DeLone & McLean, 2003). The model and the six implementation variables are discussed extensively in the following sections. In this section it is used to provide an explanation on the term IS success which gradually became a synonym of IS effectiveness as most recent researchers used the DeLone and McLean model as their theoretical background for IS evaluation (Wang & Liao 2008). For the purposes of this research we used the term effectiveness of IS as our research objective is in alignment with the broad IS effectiveness definition i.e. "the extent to which an information system actually contributes to achieving organizational goals".

(a) Systems Quality

In order to evaluate the quality of systems, academics have created a variety of performance-based metrics. It is believed that the system's quality is determined by its dependability, user-friendliness, and response speed. In addition, meaningful links have

been established between system quality and its impact on organizational performance or attained outcomes. In entrepreneurial enterprises, system quality is favorably associated with the influence on the organization at the operational level. Additionally, studies have demonstrated a correlation between system quality and user pleasure. System quality is without a doubt a crucial criterion for determining the success of an IS, which makes it a significant asset to an organization. It gives executives, developers, and users with essential information, as an efficient and effective system enables them to achieve their intended goals.

A well designed, developed and implemented system ensures effective IS implementation. Perceived ease of use is the measure frequently used for this dimension but it does not capture the entire construct where it can be seen that many researchers tested a number of measures.

(b) Information Quality

The information quality construct is a critical variable for institutions. Consequently, its definition is a concern that no company should ignore. Various metrics have been utilized in IS studies to assess their efficiency. DeLone and McLean (2003) employ precision, suitability, comprehensiveness, relevance, and consistency to evaluate the efficacy of their IS. The preceding evidence supports the claim that poor data quality is mirrored in poor information quality, which can have a detrimental impact on organizational outcomes. In contrast, high-quality information in terms of its content can have a significant impact on a company, as evidenced by worldwide productivity and business process enhancement. According to the model of DeLone and McLean (1992), there is a direct correlation between information quality and user happiness. In other words, the higher information quality the more use of the system and the more user satisfaction. In addition, numerous researchers have identified a significant link between the two concepts. In this sense, Wixom (2005) and Shin (2003), have found a positive relationship between information quality and user satisfaction. On the other side, there are research that fail to find a correlation between the information quality and user satisfaction constructs. Information quality has been used widely either as a construct or as a dimension of user satisfaction measuring instruments. Some researchers like Fraser and Salter (1995) created a general information quality scale, others used the information quality measures from the original D&M model, whereas another stream modified the D&M (2003) construct adding items from other relevant frameworks.

(c) Service Provider Quality

The literature study revealed that this concept had been employed in a variety of contexts. Some researchers examined the quality of services offered by emphasizing the provider's dependability and skills; however the majority of current studies measured the provider's empathy. Several case studies have identified the ability to honor contractual agreements as a significant success factor of IS (Argyropoulou et al., 2010). We used Chang and King's (2005) 16-item construct, to which we added some older and more recent items discovered in more recent research (Questionnaire – see Appendix II).

2.2 User Satisfaction

A number of scholars, like Bailey and Pearson (1983) and Ives et al. have utilized user satisfaction as an assessment of the success of an information system for a considerable amount of time (1983). In their analyses, DeLone and McLean (1992) included 33 articles addressing user satisfaction. They found that such tools are commonly used to evaluate the success of IS since they are extremely dependable. According to some researchers, system utilization results in user satisfaction. Others argue that user satisfaction leads to system usage due to the method used to evaluate system usage, which does not reflect the system's nature, scope, quality, or sufficiency. In a similar vein, Wu and Wang (2006) assert that user happiness affects system utilization, as a favorable attitude toward the system is mirrored in its use. This hypothesis is supported by the study's finding that user satisfaction has a positive and statistically significant effect on the system use measure. User satisfaction has undoubtedly been a subject of extensive investigation. Nonetheless, the majority of these assessments have been undertaken in specific circumstances. In light of the intricacy and multidisciplinary nature of the idea, there is a consensus among the majority of studies examined in the literature that further research is required on the construct, particularly in other contexts.

User satisfaction is a subjective evaluation of the various individual, organizational, and societal consequences of IS using. The user satisfaction measure is a measure of the net benefits perceived by the information system’s stakeholders search as individuals, groups of individuals, management of organizations, and society. Seddon maintains that previously introduced user satisfaction measures Ives, Olson, and Baroudi do not adequately measure this idealized construct. User satisfaction is approval or likeability of an IS and its output.

Under this title, according to the study of previous paper, it is explored that how to relate with information systems search as system quality, information quality and service provider quality and user satisfaction. This construct measures the quality of the IT department's services as reflected in. As interpreted, this concept in the literature denotes IT professionals with strong communication skills and the capacity to give IT users with dependable and timely support. It also advises that an appropriate vendor with responsiveness and cooperation skills is required for efficient IS adoption. Information system quality is expected to have a strong impact on information system effectiveness, which can be characterized as how well an information system achieves its goals. purpose. Davis et al., (1989) define the quality of information systems as perceived ease of use which is the level of how much computer technology is perceived quite easily to be understood and then used.

Yoon et al. Gumiares & O'Neal, (1995) stated that the quality of the system can be measured by user satisfaction on the computer system. According to the user perceptions if the quality of system good then the satisfaction of the system users is likely to feel satisfied. Research conducted empirical evidence that the quality of information systems has a positive and significant impact on user satisfaction. The higher the level of user satisfaction with the information system means the higher the quality of information is also used.

According to Rai et al., (2002) the quality of information is the quality of output in the form of information generated by the information system used. Webber (1999) mentions the 10 dimensions used to assess the quality of information such as: authenticity, accuracy, completeness, uniqueness (no endurance), timeliness, relevance, comprehensibility, precision, conciseness, and in formativeness. The better the quality of information generated it is help an organization to make decisions. Then if the resulting information is not qualified, it will negatively affect the user satisfaction. The results of the test on the influence 25 of information quality on user information system satisfaction that has been done by Seddon and Kiew (1996) showed that both elements have a positive relationship.

2.3 Organizational Performance

According to Wheelen and Hunger (2000), performance is the effect of an action. And an organizational performance is accumulated end result of all the organization's work process and activities. Managers measure and control organization performance

because it leads to better asset management, to an increased ability to provide customer value, to improve measures of organizational knowledge and measure of organizational performance do have an impact on an organization's reputation Wetherbe et. al. (1999). When evaluating an organization's performance, past management decisions that affected investments, operations, and funding are evaluated to determine whether they were effective all resources were used effectively, weather the profitability whether the company met or even beyond expectations, and whether wise decisions regarding funding were made. Organizational productivity, organizational effectiveness, and industry ranking are the three most often used organizational performance metrics.

The definition of organizational performance is a continuous open question with limited studies using consistent definitions and measures. There are some important reviews on performance, because the domain attracts researchers due to its vital link with management practices. Furthermore, there are different performance measures that serve the purposes of various strategies (Hyvonen, 2007). The operationalization of this construct depends mainly on its association with other constructs.

A system that helps people perform better is expected to be positively associated with net benefits (Bernroider, 2008; Wang & Liao, 2008). A system that is well designed from a technical point of view has a positive impact on organizational efficiency as found by Bradley et al. (2006) in a research involving entrepreneurial firms and a positive impact on organization in general as found (Gorla et al., 2010).

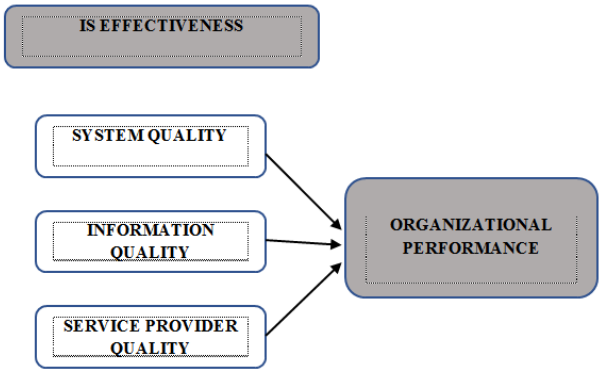
Based on the results of the analysis show that there is a significant positive effect of system user satisfaction on organizational performance; it means that the more employees feel satisfied using the system, the more organizational performance increases. User satisfaction has a positive effect on individual performance; a positive value can be interpreted if user satisfaction is getting better than individual performance is increasing. This indicates that the software was created to ease the work, which will automatically calculate itself, so that the time required will be relatively short, besides that the work results can be better, because the occurrence of calculation errors is relatively small. If someone is satisfied with the information system used, then they will tend to feel comfortable and safe while working by using the system so that they will feel helped in completing the work. It is predicted that the higher the level of user satisfaction with an information system, the higher their performance will be.

2.4 Previous Studies

Under this title, empirical studies of information systems and user satisfaction search as system quality and user satisfaction, information quality and user satisfaction, service provider quality and user satisfaction, information systems and organizational performance search as system quality and organizational performance, information quality and organizational performance, service provider quality and organizational performance, and user satisfaction and organizational performance are explained.

In this study, three kinds of previous studies are referenced. The first previous study was written by Argyropoulou (2007) and it explored that the effect of information systems (system quality, information quality and service provider quality) on organizational performance. The second pervious study was written by Almazán (2017) and it explored that the effect of information systems on use utility, user satisfaction and organizational results. The third previous studies were written by Hasna (2018) and it analysis that the effect of information systems on user satisfaction and individual performance.

Figure.2.3. Conceptual Framework of Argyropoulou

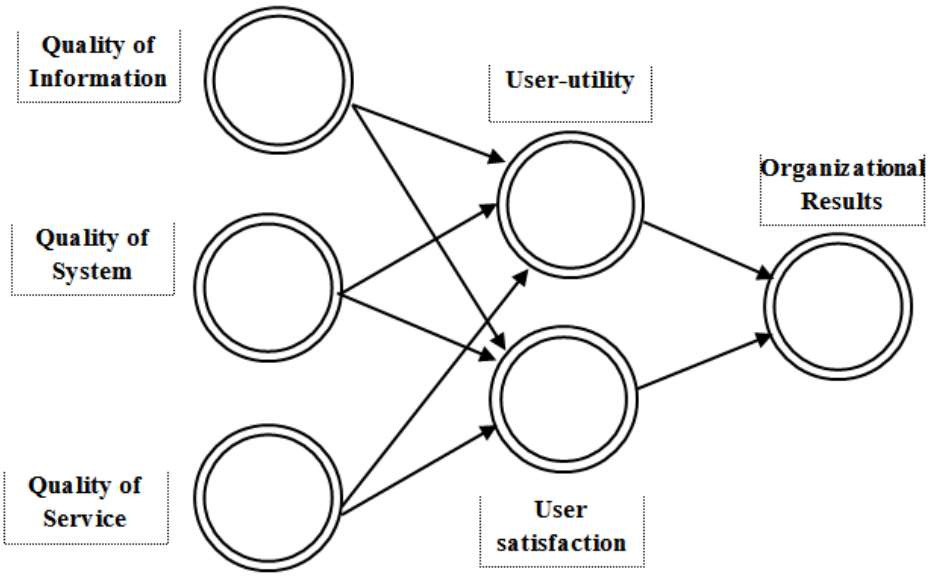


Source: Argyropoulou (2007)

The first model is contributes to existing research in three ways. First, the study extends the knowledge on IS effectiveness as it was adapted and modified Success of DeLone and McLean in IS framework to incorporate new variables from recent research. The results indicate a significant statistical link between IS effectiveness and performance measures. Second, it provides a holistic framework for measuring Organizational Performance with financial and non-financial variables. Finally, the study presents findings from organization that have adopted IS providing for actioners with suggestions for the actions that could result in conceivable and practical advantages.

The second model proved that the effectiveness of an IS as measured by its system, information, and service quality, individually and collectively affect both the use–utility of the IS as well as the user satisfaction.

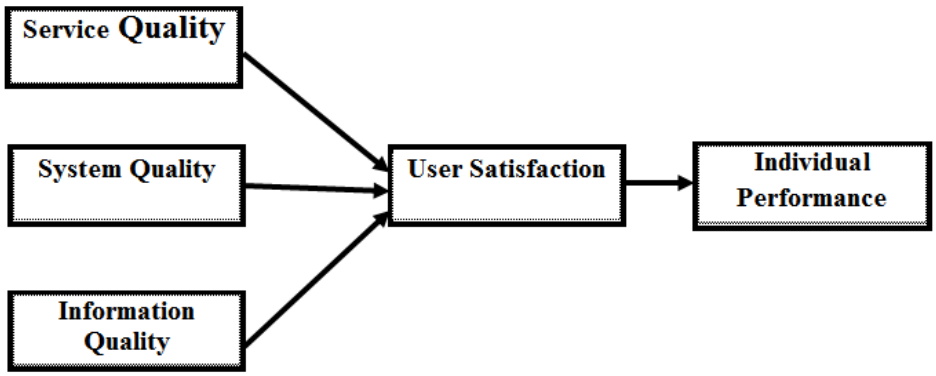
Figure.2.4 Conceptual Framework of Almazán



Source: Almazán (2017)

The results of the empirical analysis indicate that information quality is the most important antecedent for user satisfaction and for the utility of the IS, given that users consider the availability and accuracy of the information to be a crucial element for the successful implementation of a system, followed by system quality and service quality. Nonetheless, when considering the three elements of quality (information, system, and service) as a whole, the influence of said elements on the satisfaction and utility of the users can be categorized as substantial to moderate, allowing one to infer that more support on behalf of the organizational direction for the dimensions of quality of the IS could lead to improved individual performance (use–utility, user satisfaction).

Figure: 2.5. Conceptual Framework of Hasna



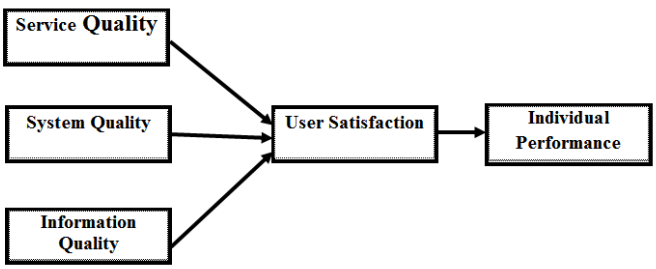
Source: Hasna (2018)

The third model has been done with the purpose to know the effect of service quality, system quality, information quality towards user satisfaction and to know the effect of user satisfaction towards individual performance on use and utilization of information system of the organization.

2.5 Conceptual Framework of the Study

In this study, the factors influencing Information Systems are divided into three factors of system quality, information quality and services provider quality. Those three factors are considered as independent variable and organizational performance and User Satisfaction are considered as dependent variables. On the other hand, user satisfaction is considered as independent variable and moderate to organizational performance which is considered as dependent variable.

Figure: 2.5. Conceptual Framework of Hasna



Source: Hasna (2018)

Meanwhile IS effectiveness can be measured in terms of actual uses of IS in organization. And organizational performance ismeasured in terms of quality of work, time taken to perform tasks and improvement of working process compared to previous manual process. The conceptual framework is shown in Figure (2.6)

CHAPTER 3

PROFILES AND INFORMATION SYSTEMS OF PRESIDENT OFFICE

In this chapter, profile of the President Office, information systems of President Office and profile of Respondents are exploded. The research design is also described detail in which aims of the study, data collecting method, survey method and analysis method.

3.1 Profile of the President Office

The President Office of the Republic of the Union of Myanmar is play in vital role of highest executive bodies. And also The President Office is a head of government bodies search as all Ministries, all States and Divisions of Governments. It makes the decision for all affairs of the whole country and gives the guidance and instruction needed for the running of received bodies. It was located in Nay Pyi Taw, the capital of Myanmar. The Office is divided in to two building and one is Presidential Palace in which sitting by President and Vice Presidents. The other building, main building is located nearby Presidential Palace and all the Staffs are seated in which.

The President Office is running its works with (278) officials and (243) other ranks totally (521) government personnel. In the official level, those are included with one of Permanent Secretary, (6) Director General, (12) Deputy Director General, (30) Director, (41) Deputy Director, (64) Assistant Director and (127) Staff Officer. In the other ranks level, (66) Deputy Staff Officer, (25) Upper Divisional Clerk, (41) Lower Divisional Clerk and (147) of Other Staffs are formed.

It was organized by eleven departments; Department of Ministerial Office, General Staff Office of President, General Staff Office of Vice President 1, General Staff Office of Vice President 2, Department of Political and Security, Department of Economic, Department of Social and Cultural, Department of Administration and Finance, Department of Residential of Presidents, Department of Information and Internal Security Affair, Department of Legal affair and Complain.

Department of Ministerial Office has the responsible for lead of e-Government System, Affair of administration of Residents, Security for State Leaders and Residents,

negotiation between Government Bodies, Ministries and Government of States and Divisions.

The duties and function of General Staff Office of President are affair of bill on which to sign by President and relation between Upper House, Lower House, Ministry of Law and the organization which presented the bill, report for trip of State Leaders, taking the approval of Upper House for MoU, MoA and loans affair, Sending the missive on hollowed days, credential for Ambassador of foreign Mission, meeting with foreign delectation, address for ceremony.

The Department of General Staff Office of Vice President 1 is running for the affair of Education, Committee for Health and HR Development, Central Committee for National level of Environmental and Climate Change, Committee for Development of Smaller and Medium Enterprise, Committee for Development of Privation Sector, Building of Myanmar Owned Satellite Station Committee, National Committee for Myanmar Chai Labor Dispel, Leading and Working Committee for e-Government System, Committee of Implementation for Development of Border Area and National Races, Central Committee for National Level Management of Coastal Resources, Commission for Budget, Commission for National Planning, Commission for Privation.

Functions and duties of Department of General Staff Office of Vice President 2 are affair of Committee for National Races, Public Administration and Service, Central Committee for Recheck of Farms and Other lands which are occupied, Committee for Clearance of National Road and Traffic Danger, Committee for Development of Digital Economic, Management Committee for National Natural Disaster, Central Management Committee for Emergency Period, Committee for National Level Water Resources, Central Committee for Myanmar National Culture, Central Committee and Central Working Committee for Myanmar Special Economic Zones, Council for National Land Apply, Management Committee for Foreigner Permanent Resident System, Committee for Development of National Tourism, National Committee for Right of Disable Person, Working Committee for Third Time Asia-Pacific Water Conference, Implementation Group for Free from Least Developed Countries, Leading Group for Protection to Right of Farmers and Uplift of their Interest, Leading Committee for Building of Han Thar Waddy Airport, Myanmar High Committee for Implementation of Dawei Special Economic Zone and Special Task Force.

The Department of Political and Security has been running the affair of Committee for Security, Stability and Restoration of Law and Order, Keeping the Record

of Document of State Leaders Meeting, affair of Boundary, affair of Tour for Domestic and Aboard of Minister level, Special Cause of All Ministries and Government of Sates and Division, affair of Rakhine Stat and Border Pass, Central Committee for Recheck of Occupied Land and Farms, affair of Presented by Ministry of Home Affair, Ministry of Defense Services, Ministry of Frontier, Ministry of Labor and Ministry of Immigration and Population.

Functions and duties of Department of Economic are affair of Committee for Economic, affair of vehicles for all Government Bodies, affair of hiring for national land, building and mails, affair of shot and long term plans.

Affair of Committee for Education, Health and Human Resources Development, affair of Committee for Ethnic, Public Administration and Services, affair of Title and Honorary, Questioner for Upper and Lower Houses, affair of Holding for Union Day, affair of Management for National Disaster, affair for present by all Governments of States and Divisions, affair for Reports of Political, Economy and Social by all Governments of States and Divisions, affair for presented by Ministry of Information, Ministry of Religious and Culture, Ministry of Education, Ministry of Health and Sports, Ministry of Social Welfare and Resettlement and Ministry of Ethic Affair are function and duties of Department of Social and Culture.

Department of Admin and Finance is running in tasks of tour for domestic and abroad of union level State Leaders, affairs of personnel, supply and transport, finance and budget, pension, affair of appointment, transfer, resign and remove for Union level and Government of States and Division level personnel, publication of Rules and Regulations and Orders, institution of Laws and Rules, affair appointment, transfer, resign and remove for head of Department, affair of guidance of policy for all Ministries, affair of forming, amendment and repel of Union Level Committee and Commission.

The tasks of Department of Residents are keeping and maintaining for Residents of President and Vice Presidents, affair of ceremony and cater in Presidential Resident, affair of Credential for Foreign Ambassador, affair of State Level Delectation, affair of present by Ministry of Foreign Affair, affair of Committee for Foreign Policy and affair of Environmental of Presidential Resident.

Functions and duties of Department of Information and Security are affair of security for State Level Leaders and Presidential Resident, publication in social media of information of policy and implementation of State Leaders, affair of e-Government.

The Department of Legal and Complain is running in tasks of receiving the complaint by public and reply for receive, present the public complain to State Leaders, corporation and coordination of other organization for public complaint and reply to public.

3.2 Information Systems of President Office

Nowadays, the e-Government system was implementation in both of government sector and business sector in Myanmar. Therefore, all ministries were trying to success in implementation of e-Government system in respected fields. The President Office also as a trying to support the e-Government system, the following information systems are applied in itself.

(a) Electronic Document Management System (EDMS)

Electronic Document Management System (EDMS) is a system of mailing and it is combining by data management system. It was created by Ministry of Transport and Communication and linked to all Central Government Organization, all Ministries and all Governments of States and Divisions. It has two accounts of admin and user for each organization and it can create according to the needs of organization by admin. User only can use mailing and arrange the data in database. It was handled by Department of Information and Security and separated to all departments as user. In using of EDMS, must be login via login box shown in figure.3.1 and can be see the address of auto fill search as shown in figure.3.2. It can see the mail in mail box as shown in figure.3.3 and all the mail must be register shown in page of figure.3.4. In the Document Management System, need to create the receptive form of MS or Note Sheet (see appendix I) to present above sequent level of authorities according to the received mail. After getting the authorities, have to create the form of Letter or Telegraph (see appendix I) send to receptive addresses. Finally, the income mail and outgoing mail will be storage in their department folder in Data base.

(b) Government Personnel Management System (GPMS)

Government Personnel Management System (GPMS) is created by Ministry of Transport and Communication and it is linked to all government organization, Ministries and Government of States and Divisions. This system is handled by Sub Department of Personnel Affair and Record. It is a one of the data base system in which the data of

government personnel are stored. In this system, the first step is need to pass the login page which is shown in (see appendix I) and it can be seen the first page of Notice Board like shown in (see appendix I) The data of government personnel are has to input in database and can be seen the facts of personnel in the page shown in (see appendix I) In this system, the personnel data can be searched by training and leave like shown in (see appendix I).

(c) President Office Website

The President Office Website is created by Office of the President and it is handled by Department of Information and Securities. On the webpage, the news of activities and movement of President and Vice Presidents, Law and Order, Guidance, Rules and Regulations, Announcements and other news are uploaded in daily like shown in (see appendix I).

(d) MPT Mail

This mail was created by Myanmar Post and Telecommunication of Ministry of Transport and Communication. It can use as a private mail like g-mail for Director and above level of all government bodies. It is a kind of web mail and easy to use. It can be used not only for private but also for official. The login page is shown in (see appendix I).

(e) Video Conferencing System

There are two kinds of Video Conferencing are using in President Office and the first one was set up in meeting hall of Residential President for the meeting hold by lead of President and Vice Presidents with government bodies. The second one was set up in new building of President Office and it is use for meeting search as budget, admin, welfare and other Director General level meeting. These Video Conferencing Systems are used the kind of Aver (see appendix I) and set up in new building of President Office (see appendix I).

(f) Messenger

Most of employees of President Office use one or more kinds of messenger search as face book Messenger, Viber, WhatsApp, Telegram, We chat, Line and Skype (see appendix I) and those can get easily on internet. The employees can use the messenger not for officially but for private. But some officials use the Viber in office affair.

(g) Internet Access Systems

Internet Access Systems also link the World Wide Web network in two way of Cable and Wi-Fi system in two building of Presidential Resident and New Building of President Office. In this systems, there are two rooms of Severs (see appendix I) are based on each of building and linked to the Wi-Fi access points by Routers and Switches. Ceiling of all rooms and corridors were set up with Wi-Fi access points and Wi-Fi routers (see appendix I).

3.3 Profile of Respondents

The study sought information on various aspects of respondents' background such as age, gender, highest level of education, designation and year of service at President Office. In this study, Managerial level of 126 sample size in 277 population of President Office has been surveyed. A total of 162 employees returned their questionnaires. This survey was for general information purpose and was not a direct objective of the study.

According to the survey, it was found that 63 % of female respondents (employee) are more than 37 % of male respondent at President Office. Hence, female employees are more than male employees. Because of nature of work, female employees are more than male employees in many organizations. Most of male are working as blue collar employees and female are working as white collar employees in every country. Present Office is also a kind of Staff Office and that is why, the female employees are more than male employees in President Office.

The most dominant age group among employee is 42 to 54 years old with (44.4 percent), 30 to 42 years (40.1 percent) and above 54 years is (15.4 percent). And there is no one in 18 years to 30 years. Because all Staff Officer are came from other rank and there is no one directly recumbent by outside by PSC so every Staff Officer are above 30 years old. According to the nature of organizational chart, the upper level officials are less than the lower level officials in every organization. On the other hand, lowest levels of Staff Officers are recently recruitment. Therefore, the middle ranks of Assistant Director, Deputy Director and Director are more than other ranks. Those of middle ranks are middle aged between 40 and 52 years in President Office.

Table 3.1 Demographic Data of the Respondents

Sr. No	Demographic Factors	No. of respondents	Percentage
Total		**162**	**100%**
1	**Gender**		
	Male	60	37
	Female	102	63
2	**Age**		
	30-42 years	65	40.1
	42-54 years	72	44.4
	Above 54 years	25	15.4
3	**Education**		
	Certificate	8	4.9
	1st Degree	81	50.0
	Diploma	7	4.3
	Post Graduate Degree	61	37.7
	Others	5	3.1
4	**Service**		
	1-3 years	3	1.9
	3-5 years	1	0.6
	5-7 years	8	4.9
	More than 7 years	150	92.6
5	**Occupation**		
	Staff Officer	73	45.1
	Assistance Director	41	25.3
	Deputy Director	24	14.8
	Director	16	9.9
	Deputy Director General	6	3.7
	Director General	2	1.2
6	**Service of using in IS**		
	Less than one year	4	2.5
	1-3 years	13	8.0
	3-5 years	11	6.8
	More than 5 years	134	82.7
7	**Using kinds of IS systems in Office**		
	EDMS	85	52.5
	GPMS	85	52.5
	Website	85	52.5
	MPT Mail	85	52.5
	Video Conferencing	85	52.5
	Messenger	85	52.5
	Internet Access System	77	47.5

Source: Survey Data (2022)

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Most of respondent 92% are graduates; 50% are bachelor's degree holders, 37.7% are post graduate degree holders, 4.9% are certificate holders and 4.3 % are diploma holder. This implies that the most of respondents were educated employees. Because it is limited by Civil Service Law, it is shown that the lowest level staff of lower divisional clerk must be degree holder.

All of managerial level officers in President Office are full time employees and there is no one temporary officers. Because according to the Civil Service Law, an officer must be permanent and full time employees.

Most of the respondent 92.6% had worked at President Office for more than 7 years, 4.9 percent for 5 to 7 years, 1.9 percent for to 1 to 3 years and other 0.6 percent are 3 to 5 years of services. In President Office, there is any Officer appointed from directly outside and a staff has to take the service at least 7 year to become an officer. The officers under the 7 year of service are transfer from other ministries and they are directly appoint by outside in other ministries.

In occupation, the most respondent of 45.1 % are Staff Officer, 25.3 % are Assistance Director, 14.8 % are Deputy Director, 9.9 % are Director, 3.7% are Deputy Director, and 1.2 % is Director General. The ratio above mentioned is appointed according to the organization chart of President Office.

Most of respondents 82.7 % are over 5 years in service of using in information systems of President Office. And then, 8% are 1 to 3 year, 6.8% are 3 year to 5year and 2.5% are less than one year. Because every officer are above the 7 years of service and they have the experience in information systems above 5 years.

The most respondents 52.5% are using the 6^{th} kinds of information systems and 47.5% are using the 7^{th} kinds of information systems set up in President Office. There are 7 kinds of information systems in President Office which above explained in this chapter and most of respondents use all most all system apart from some people avoid using from messenger.

3.4 Research Design

This study mainly focuses on the effect of information systems on user satisfaction and organizational performance of President Office of the Republic of the Union of Myanmar. Therefore this study aims to examine the effect of information systems on user satisfaction, to explore the effect of information systems on organizational performance and to analyze the effect of user satisfaction on organizational performance.

To achieve the objectives, both primary and secondary data are used in this study. In President Office, there are managerial level officers are (278). The President Office is only one office in the whole country and therefore it is easy to take the data collection.

Simple random sampling method is used to questionnaires with managerial level users from President Office. Data Collection period started from 1^{st} August 2022 to 31^{st} August 2022. According to the Raosoft sample size calculator app., sample size is 162 officials out of the population size of 278 officials. The survey method is used to collect data from the targeted respondents through distributing the questionnaire as a survey instrument.

As a primary data, structured questionnaire with a 5-points Likert scale was developed. After conducting survey, gathered data are summarized and then analyzed by using SPSS (Statistical Package for Social Science) Software. Descriptive method and multiple linear regression method were used for data sampling. Quantitative research design of questionnaire form was used to gather the data from the respondents because this study incorporates different variables such as system quality, information quality, service provider quality, user satisfaction and organizational performance. The questionnaire consists of two different sections; regarding respondents' demographic

questions are part 1 as general information, and part 2 organizes related to the items measuring system quality, information quality, service provider quality, user satisfaction and organizational performance questions. Questionnaire was taken from previous paper 1. Secondary data were collected from previous research paper, textbooks, websites, and other related information resources from President Office.

The data reliability test results in this data are shown in Table (3.1).

Table (3.2) Reliability Analysis

Sr. No	Variables	No of Items	Cornbrash's Alpha
1	System Quality	5	0.693
2	Information Quality	5	0.781
3	Service Provider Quality	5	0.908
4	User Satisfaction	5	0.839
5	Organizational Performance	5	0.814

Source: Survey Data (2022)

Reliability analysis is performed to test the internal consistency of the variables in the questionnaire. This method indicates reliability through examining the internal consistency of the research questionnaire which is posted in Likert scale. The Likert scale is a scale that is commonly used for questionnaires and it is mostly used in surveys. This study also used 5 points Likert scale (1=Strongly Disagree, 2=Disagree, 3=Neither Disagree nor Agree, 4=Agree, 5=Strongly Agree). Cronbach's alpha value was tested to see whether the respondents' answers on Likert Scale questions were reliable or not.

Reliability is determined by the Cronbach's alpha coefficient, which is one of the popular criteria of reliability in quantitative studies. Cronbach's alpha value should be the range of 0.0 to 1.0 but for research purpose, some researchers suggested that general accepted rule is of Cronbach's alpha 0.6-0.7 indicates as acceptable level of reliability, and 0.8 or greater a very good level.

CHAPTER 4
ANALYSIS ON EFFECT OF INFORMATION SYSTEMS ON ORGANIZATIONAL PERFORMANCE OF PRESIDENT OFFICE

This chapter presents the descriptive and analytical research and in the descriptive section, standard deviation and mean scores are presented based on findings. In the analytical section, analysis on the effect of information systems on organizational performance is included. In the analysis of influencing factors on information systems qualities, descriptive and analytical method is mainly used. In this measure, five-point Likert scale was used to determine how respondents agree or disagree with different items of the survey from one (strongly disagree) to five (strongly agree) to assess the factors that affect to information systems from employee perspectives.

In order to conduct questionnaire analysis, five point Likert Scale questionnaires were used to evaluate employee perception on variables. According to Best (1977), the mean values of five point Likert Scale were interpreted as follows:

The score among 1.00 – 1.80 means strongly disagree.

The score among 1.81 – 2.60 means disagree.

The score among 2.61 – 3.40 means agree to some extent.

The score among 3.41 – 4.20 means agree.

The score among 4.21 – 5.00 means strongly agree.

4.1 Information Systems, User Satisfaction and Organizational Performance of President Office

In this study, the factors components of information systems are system quality, information quality and service provider quality. In order to find out the important of these factors, structured questionnaires are used. The mean scores and standard deviation of these factors are present based on findings.

4.1.1 System Quality

The first factor of information systems is system quality. The respondents were asked by five questions concerning system quality of information systems. These five questions were structured to measure the prospective user's assessment of the effort required to utilize information systems and applications and their individual perception on

both internal factor and external factor of control over technology namely: reliable systems, flexible system, easy systems to use, upgradable systems and beneficial systems. The mean result of system quality of information systems is show in Table (4.1).

Table (4.1) Systems Quality

Sr. No	Systems Quality	Mean	Standard Deviation
1	Reliable systems	3.64	.78
2	Flexible systems	3.62	.67
3	Easy systems to use	3.90	.50
4	Upgradable systems	3.62	.62
5	Beneficial systems	3.98	.54
	Over All Mean	**3.75**	

Source: Survey Data (2022)

In Table (4.1), the survey result represents that the highest mean is (3.98) and its statement "Beneficial systems". It means that by using the information systems let the effective to all department of President Office. The statement of "flexible systems" is the lowest mean score of 3.62. It shows that there are some problems and difficulties for employees when they changing the systems. The overall mean is 3.75 and it is agree level of the employees. It can be described as employees satisfy the systems qualities of information system. Individual job performance and communication within organization can also improve by using information systems and they willing to use the information systems continuously.

4.1.2 Information Quality

The second factor of information systems is information quality of information systems. The respondents were asked by fight questions concerning with quality of information which used by employees. These questions were structured to measure the actual expected benefits namely; the information is complete, the information is clear, the information is important, the information is up-to-date and the information is reliable. The mean result of information quality is show in Table (4.2).

Table (4.2) Information Quality

Sr. No	Information Quality	Mean	Standard Deviation
1	Completed Information	3.58	.73
2	Clear information	3.61	.70
3	Important Information	4.12	.53
4	Up-to-date information	3.82	.73
5	Reliable information	3.59	.77
	Over All Mean	**3.74**	

Source: Survey Data (2022)

According to Table (4.2), the higher mean value is (4.12) and its statement "important information" which show that the majority of respondents agreed that the information published by President Office is important. The lowest mean value is (3.58) and its statement "completed information" it shows that some employee's belief some information is incomplete for them. Overall mean value is (3.74) and it is agree level and also it can be concluded that the employees believed that the information which they getting are useful and it meets with their individual expected benefits for using information systems.

4.1.3 Service Provider Quality

The service provider quality is the third influencing factor on information systems and it can be internal and external out sourcing. There are five questions for asking to respondents namely: the provider provides valuable services, the provider responds in a timely manner, the provider provides reliable services, the provider provides a sufficient variety of services and the provider has sufficient people to provide services. The service provider is important and need to strong the manpower, finical and technology to give fully service. The mean result of service provider quality is show in Table (4.3).

Table (4.3) Service Provider Quality

Sr. No	Service Provider Quality	Mean	Standard Deviation
1	Valuable services	3.68	.64
2	Timely services	3.66	.69
3	Reliable services	3.64	.59
4	Sufficient variety services	3.60	.65
5	Sufficient people for services	3.62	.70
	Over All Mean	**3.64**	

Source: Survey Data (2022)

According to the study of Table (4.3), the highest level of mean value is 3.68 its statement is "valuable services" and it show that there are so many services in information system and those cannot be got from other, therefore the respondents agreed the services given by provider are valuable. The lowest level of mean value is 3.60 and its statement is "sufficient variety services" it show that respondents face with some problems in using the information system and they think that those problems are responsible of service provider. Over all mean value is 3.64 and it show that the respondents agree with the services provided by provider and they satisfied the services on information systems.

4.1.4 User Satisfaction

User satisfaction is one of the most widely used measurements to assess the success of information systems. In this study, structured questionnaires are used to find out the user satisfaction at President Office. The respondents were asked by five questions concerning user satisfaction of information systems search as: makes it easy to do job, helping decision making, gives confidence to accomplish job, enhances problem-solving ability and facilitates knowledge transfer. Even the user satisfies the information systems, they will reliable on it and the information systems will be successes. The mean result of user satisfaction is show in Table (4.4).

Table (4.4) User Satisfaction

Sr. No	User Satisfaction	Mean	Standard Deviation
1	Easy for job	3.96	.49
2	Helping decision making	3.73	.59
3	Confidence in accomplish job	3.74	.58
4	Problem-solving ability	3.73	.69
5	Facilitates knowledge transfer	4.04	.46
	Over All Mean	**3.84**	

Source: Survey Data (2022)

According to result of Table (4.4), the highest level of mean value is 4.04 its statement is "facilitates knowledge transfer" and it show that respondents strongly agreed with the knowledge can share easily by using of information system. The lowest level of mean value is 3.73 in two cases. The statement of first case is "helping decision making" and it means that some respondents confuse weather the information system help or not their decision making in running the office staff in organization because of lower level decision maker are more than higher level decision. Another case of statement "problem-solving ability" show that some respondents do not believe using the information systems is weather enhanced or not the ability of their problem-solving scale. Over all mean value is 3.84 and it defined that the respondents agree with that they satisfied the information systems which they using in President Office.

4.1.5 Organizational Performance

Organizational performance is one of the most widely used measurements to assess the success of information systems. In this study, structured questionnaires are used to find out on organizational performance at president office. The respondents were asked by five questions concerning organizational performance of information systems search as: increases participation in decision making, improves the quality of the work product, improves modernization of working methods, reduces process times and reduces process costs. The mean result of organizational performance is show in Table (4.5).

Table (4.5) Organizational Performance

Sr. No	Organizational Performance	Mean	Standard Deviation
1	Participation in decision making	3.72	.57
2	Quality of work product	3.95	.56
3	Modernization working methods	4.09	.48
4	Reducing process times	3.97	.64
5	Reducing process costs	3.83	.71
	Over All Mean	**3.91**	

Source: Survey Data (2022)

According to result of Table (4.5), the highest level of mean value is 4.09 its statement is "modernization working methods" and it show that respondents strongly agreed with the working system and communication system by using of information systems are up-to-date and modernize in organizational performance. The lowest level of mean value is 3.72 and its statement is "participation in decision making" and it means that some respondents confuse weather the information system help or not their decision making in running the office staff in President Office because the decision making level of lower level officials are more than the higher level officials and they do not know well about the participation of decision making in organizational performance. Over all mean value is 3.91 and it defined that the respondents agree with the organizational performance of President Office is progressed in effectively and faster than before in working their job by using of information systems.

4.2 Analysis on the Effect of Information System on User Satisfaction

The effect of information systems on user satisfaction are analyzed by using multiple linear regression method. The output from generating multiple linear regression models is shown in Table (4.6). Dependent variable is user satisfaction and independent variables are system quality, information quality and service provider quality. From result, the significant value of information quality is less than 0.01. Therefore, information quality has a positive relationship with user satisfaction at 99% significant level. The significant value of service provider quality is less than 0.05. Therefore, service provider quality has a positive relationship with user satisfaction at 95% significant level.

Table (4.6) Effect of Information System on User Satisfaction

Independent variables	Unstandardized Coefficients		Standardized Coefficients	t value	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.438	0.252		5.716	0.000	
System Quality	0.127	0.084	0.121	1.520	0.131	1.725
Information Quality	0.367***	0.075	0.420	4.914	0.000	1.974
Service Provider Quality	0.151**	0.064	0.191	2.367	0.019	1.763
R	0.645					
R Square	0.415					
Adjusted R Square	0.404					
F Value	37.439***					

Source: Survey Data (2022)

Notes: *** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

As presented in Table (4.6), the correlation coefficient (R) stands for the linear relationship between independent and dependent variables. The value of R is 0.645 and it underlie between 0 and 1. Hence, those variables have 64.5% influences on user satisfaction. As shown in table, correlation coefficient (R) which measures the relationship between dependent variables (user satisfaction) and independent variables (system quality, information quality and service provider quality). It indicates that the influencing factors of user satisfaction reported by respondents and level of user satisfaction are correlated. According to the result of regression analysis shown in table, R square value is 0.415. Thus, this linear regression model in this case explains that 41.5% of the relationship between independent variables (system quality, information quality and service provider quality) and dependent variable (user satisfaction). The adjusted R square is 0.404 that indicate this model is 40.4% fit with the study. In the value of F test, the overall significance of the model is highly significant at 1% level. Thus, this specific model can be regarded as valid.

The unstandardized coefficient value of information quality is (0.367) and service provider quality is (0.151). Those are positive relationship with user satisfaction. Hence, organization with higher level of information quality and service provider quality tend to

have higher user satisfaction cause of positive relationship. The coefficient information quality and service provider quality can predict that user satisfaction increase up, information quality and service provider quality also increase up respectively. The respondents with higher level of these two variables tend to have higher level of user satisfaction.

Nowadays, because of information, the world is figurative as a village and people are acknowledging that information is important in political, economic and social affair. Thus, they want to know what is happening in the world and in their environment. According with uprising of their IQ, they feed the information in select how it is clearing, important and reliable. And also they examine it is completed and up-to-date or not. Those of above mentioned are qualities of information and they prefer to better qualities of information. Likewise, the employees, user of information in organization are more like to feed the qualified information given by information systems of their organization. In this way the information quality became a significant factor with positive relationship for user satisfaction at President Office.

The using of information systems in organization is a change with the entry of new technologies, systems, procedures and processes into the organization. Implementing the using of information systems in the government organization is mandatory to employees and the challenge of the organizational managers is to get the positive attitude of information systems acceptance by employees. Even employees have negative attitude towards using the information systems, they still use it to maintain their jobs. The employees have no chance to choose the system they wanted and so, they wanted to use the information systems which are perceived to improve their performance, productivity and to utilize technology more effectively. They have no skillful in ICT and the qualities of their performance are reliable on system quality and it is also depend on service provider. Therefore they believe that if the quality of service provider better, the quality of information also better. In this way the service provider quality became a significant factor with positive relationship for user satisfaction at President Office.

In this study, the system quality is not significant for user satisfaction because systems are standardize and respondents have no choice to do therefore they have no feeling on it. And the respondents have no responsible for systems.

4.3 Analysis on the Effect of Information System on Organizational Performance

Multiple linear regression method is used to analyze the effect of information systems on organizational performance at President Office. The output from generating multiple linear regression models is shown in Table (4.7). Dependent variable is organizational performance and independent variables are system quality, information quality and service provider quality. From result, the significant value of information quality and service provider quality are less than 0.01. Therefore, information quality and service provider quality have a positive relationship with organizational performance at 99% significant level. The significant value of system quality is less than 0.05. Therefore, system quality has a positive relationship with organizational performance at 95% significant level.

Table (4.7) Effect of Information System on Organizational Performance

Independent variables	Unstandardized Coefficients		Standardized Coefficients	t value	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.389	0.256		5.427	0.000	
System Quality	0.191**	0.085	0.178	2.238	0.027	1.725
Information Quality	0.308***	0.076	0.346	4.058	0.000	1.974
Service Provider Quality	0.180***	0.065	0.223	2.769	0.006	1.763
R	0.646					
R Square	0.417					
Adjusted R Square	0.406					
F Value	37.726***					

Source: Survey Data (2022)

Notes: *** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

As a result of Table (4.7), the value of R is 0.646 and it underlie between 0 and 1. Hence, those variables have 64.6% influences on organizational performance. As shown in table, correlation coefficient (R) which measures the relationship between dependent variables (organizational performance) and independent variables (system quality, information quality and service provider quality). It indicates that the influencing factors of organizational performance reported by respondents and level of organizational performance are correlated. According to the result of regression analysis shown in table, R square value is 0.417. Thus, this linear regression model in this case explains that 41.7% of the relationship between independent variables (system quality, information quality and service provider quality) and dependent variable (organizational performance). The adjusted R square is 0.406 that indicate this model is 40.6% fit with the study. In the value of F test, the overall significance of the model is highly significant at 1% level. Thus, this specific model can be regarded as valid.

The unstandardized coefficient value of system quality is (0.191), information quality is (0.308) and service provider quality is (0.180). Those are positive relationship with organizational performance. Hence, organization with higher level of system quality, information quality and service provider quality tend to have higher organizational performance cause of positive relationship. The coefficient system quality, information quality and service provider quality can predict that organizational performance increase up, system quality; information quality and service provider quality also increase up respectively. The respondents with higher level of these three variables tend to have higher level of organizational performance.

Todays, the technology is rapidly developed and appears in newly day by day. The people are also trying to catch in with modernize technology and they prefer the up dated. The organizations are using the various information systems to achieve the goal of their organization. And then, they pay attention for system quality of the information systems which they using for their purpose. The quality of information systems is important for the progress of organizational performance. Because of the system is reliable, users believe in and so that the system is flexible, users are satisfy to amendment the system. It is also the system is easy to use for user and therefore the organizational performance is faster and right. The system is also easy to upgrade accordance with changing the saturation. In this way the system quality became a significant factor with positive relationship for organizational performance at President Office.

Running in procedures and processes of organization, information quality is very important. Even those information is complete, clear and reliable, the user and customer of information will trust and satisfy the organization. So that the information is up-to-date, it is useful for user and they rely on organization. In this way the information quality became a significant factor with positive relationship for organizational performance at President Office.

Furthermore, the quality of information systems depends on service provider and because of the quality of service provider is better, the systems quality also high. For fine the service provider quality, it is need to provide the sufficient and reliable service by provider. And also the service provider provides the valuable services in timely for progress of organizational performance. In this way the service provider quality became a significant factor with positive relationship for organizational performance at President Office.

4.4 Analysis on the Effect of User Satisfaction on Organizational Performance

Linear regression model is used to analyze the effect of user satisfaction on organizational performance at President Office. User satisfaction and organizational performance are analyzed by using multiple linear regression method. The output from generating multiple linear regression models is shown in Table (4.8). Dependent variable is organizational performance and independent variable is user satisfaction. From result, the significant value of user satisfaction is less than 0.01. Therefore, user satisfaction has a positive relationship with organizational performance at 99% significant level.

Table (4.8) Effect of User Satisfaction on Organizational Performance

Independent variables	Unstandardized Coefficients		Standardized Coefficients	t value	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	0.840	0.193		4.360	0.000	
User Satisfaction	0.800***	0.050	0.786	16.077	0.000	1.000
R	0.786					
R Square	0.618					
Adjusted R Square	0.615					
F Value	258.473***					

Source: Survey Data (2022)

Notes: *** significant at 1% level, ** significant at 5% level, * significant at 10% level

As a result of Table (4.8), the value of R is 0.786 and it underlie between 0 and 1. Hence, this variable has 78.6% influences on organizational performance. According to the table correlation coefficient (R) measure the relationship between dependent variable (organizational performance) and independent variable (user satisfaction). It indicates that the influencing factors of organizational performance reported by respondents and level of organizational performance are correlated. According to the result of regression analysis shown in table, R square value is 0.618. Thus, this linear regression model in this case explains that 61.8% of the relationship between independent variables (user satisfaction) and dependent variable (organizational performance). The adjusted R square is 0.615 that indicate this model is 61.5% fit with the study. In the value of F test, the overall significance of the model is highly significant at 1% level. Thus, this specific model can be regarded as valid.

The unstandardized coefficient value of user satisfaction is (0.800) and this is positive relationship with organizational performance. Hence, organization with higher level of user satisfaction tends to have higher organizational performance cause of positive relationship. The coefficient user satisfaction can predict that organizational performance increase up, user satisfaction also increase up. The respondents with higher level of this variable tend to have higher level of organizational performance.

The information systems using in organization are qualified and usefulness therefore the user satisfy and they wanted to use continuously. Because of the users use

the information system in their job, the work flow is smooth and organizational performance also progress. In this way user satisfaction became a significant factor with positive relationship for organizational performance at President Office.

4.5 Mediating Effected of User Satisfaction on the Relationship between Information System and Organizational Performance

A mediation model can explain the process that exist an observed relationship between two variables of independent and dependent variable with the inclusion of mediating variable. The mediator variable is used to examine the nature of the relationship between dependent and independent variable. Hence, mediation analysis is applied to explore the underlying process by which variable influences another variable through mediator.

Table (4.9) Mediating Effect of Each Variable on User Satisfaction and Organizational Performance

	System Quality		Information Quality		Service Provider Quality	
	R	t-value	R	t-value	R	t-value
1.System quality on organizational performance	0.513***	7.557				
2.System quality on user satisfaction	0.483***	6.982				
3.Information quality on organizational performance			0.595***	9.358		
4.Information quality on user satisfaction			0.613***	9.824		
5.Service provider quality on organizational performance					0.537***	8.051
6.Service provider quality on user satisfaction					0.519***	7.689
7.User satisfaction on organizational performance	0.786***	16.077	0.786***	16.077	0.786***	16.077

Source: Survey data (2022)

Notes: *** significant at 1% level, ** significant at 5% level,* significant at 10% level

In this study, the information system consists of system, information and service provider. User satisfaction is used as mediator variable in this study. For this study, the path analysis is used to find out the mediating effect of user satisfaction on the relationship between information system and organizational performance. The path analysis is conducted with multiple linear regression analysis. The regression results on

the effects of information system on organizational performance are shown in above Table (4.9).

4.5.1 System Quality on Organizational Performance

System quality shows a positively significant effect on organizational performance at 1 percent level. The positive sign reveals that system quality is increase up, organizational performance also increase up while all other independent variables are fixed. It shows that the system quality of information systems using in President Office is effect on organizational performance of President Office. After set up of information systems, the employees satisfy on it and work load and organizational performance are progress in President Office.

4.5.2 System Quality on User Satisfaction

System quality shows a positively significant effect on user satisfaction at 1 percent level. The positive sign reveals that system quality is increase up, user satisfaction also increase up while all other independent variables are fixed. It can be said that the system quality of information systems using in President Office is effect on user satisfaction of President Office. After set up of information systems in President Office, the employees are running in their office work happy and actively because of flexible, ease and easy by qualified systems.

4.5.3 Information Quality on Organizational Performance

Information quality shows a positively significant effect on organizational performance at 1 percent level. The positive sign reveals that information quality is increase up, organizational performance also increase up while all other independent variables are fixed. It means that the information upload and broadcast by President Office are qualified and it leads to effect on performance of President Office. The information published by President Office is reliable and up-to-date therefore it is convenient in performing of employees at President Office.

4.5.4 Information Quality on User Satisfaction

Information quality shows a positively significant effect on user satisfaction at 1 percent level. The positive sign reveals that information quality is increase up, user satisfaction also increase up while all other independent variables are fixed. It define that

the quality of information published by President Office are effect on user satisfaction of President Office. Because of complete, clear and reliable of information, the officials and personnel of President Office are satisfying the information of President Office.

4.5.5 Service Provider Quality on Organizational Performance

Service provider quality shows a positively significant effect on organizational performance at 1 percent level. The positive sign reveals that service provider quality is increase up, organizational performance also increase up while all other independent variables are fixed. It shows that the qualities of service provider for information systems of President Office are effective on organizational performance of President Office. The service provider of out sourcing and in sourcing are provide the timely service, skillful and sufficient people therefore the information systems set up in President Office are running in effectively and it lead to success for organizational performance of President Office.

4.5.6 Service Provider Quality on User Satisfaction

Service provider quality shows a positively significant effect on user satisfaction at 1 percent level. The positive sign reveals that service provider quality is increase up, user satisfaction also increase up while all other independent variables are fixed. It can be define that the qualities of service provider who serve for information systems in President Office are effect to satisfaction of employees of President Office. The service provider of out sourcing and in sourcing of President Office are provide the services of valuable, reliable and sufficient thus, the officials and personnel of President Office are satisfying on service provider of President Office.

4.5.7 User Satisfaction on Organizational Performance

User satisfaction shows a positively significant effect on organizational performance at 1 percent level. The positive sign reveals that user satisfaction is increase up, organizational performance also increase up while all other independent variables are fixed. It means that the satisfaction of employees in President Office effect on performance of President Office. The officials and staffs of President Office satisfy the information which included influent factors of qualified system, information and service provider and that satisfy lead to reduce the time and costs, upmost to workforce and

workload in effort to success of implementation in obligations and responsibilities of President Office and it highly effect on performance of President Office.

Table (4.10) Mediating Effects of Each Information System Variable and User Satisfaction on Organizational Performance

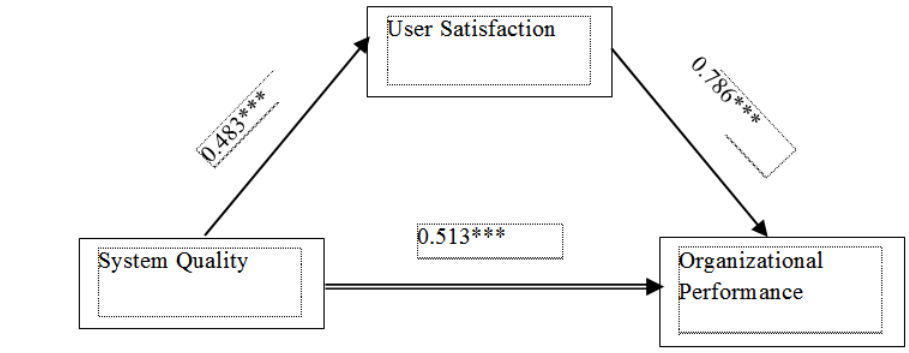
Information System	User Satisfaction			Remark (Indirect Calculation)
	Direct	Indirect	Total (Direct +Indirect)	
System Quality	0.513	0.380	0.893	(0.483x0.786=0.380)
Information Quality	0.595	0.482	1.077	(0.613x0.786=0.482)
Service Provider Quality	0.537	0.408	0.945	(0.519x0.786=0.408)

Source: Survey data (2022)

As shown in Table (4.10), the total effect of system quality on organizational performance through user satisfaction is greater than direct effect of system quality on organizational performance. Similarly, the total effect of information quality and service provider quality on organizational performance through user satisfaction is greater than the direct effect of information quality and service provider quality on organizational performance.

The result of the path analysis for testing all variables are presented in the following figures: Figure (4.1), (4.2) and (4.3).

Figure (4.1) Mediating Effects of System Quality on Organizational Performance of President Office

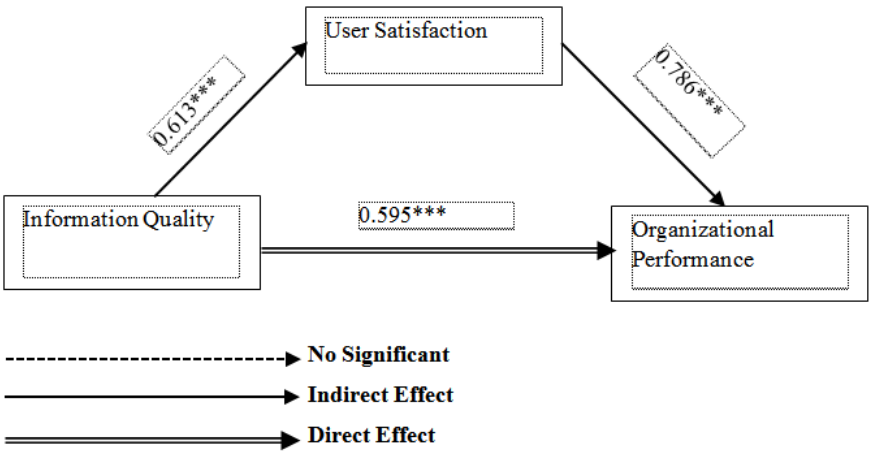


Source: Survey data (2022)

As shown in Figure (4.1), partial mediation effect of user satisfaction occurs on the relationship between system quality and organizational performance because system quality links towards organizational performance and it also has positive direct effect on organizational performance. In addition, the coefficient of system quality has indirect effect on user satisfaction, user satisfaction has indirect effect on organizational performance and system quality has direct effect on organizational performance.

The analysis shows that according to the indirect effect, the more system quality is better the more system user satisfy and if the user satisfy on system, they will use more and the organizational performance will be progress in President Office. In addition, according to the positive direct effect, because of system quality of information systems in President Office is better, reduce the process time and cost, up load in workforce and workload, faster in steps of work, in this way organizational performance of President Office is progress.

Figure (4.2) Mediating Effects of Information Quality on Organizational Performance of President Office

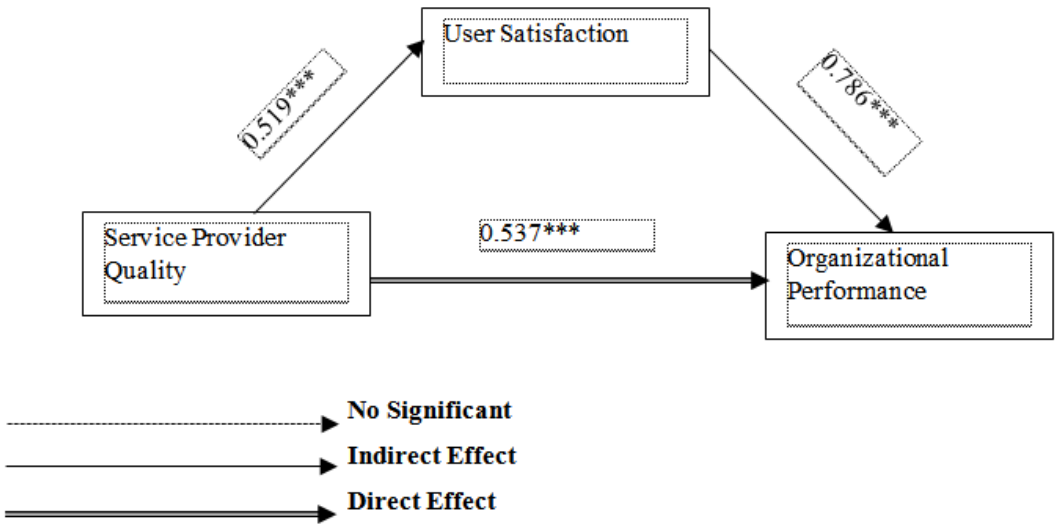


Source: Survey data (2022)

As shown in Figure (4.2), partial mediation effect of user satisfaction occurs on the relationship between information quality and organizational performance because information quality links towards organizational performance and information quality has positive direct effect on organizational performance. In addition, the coefficient of information quality has indirect effect on user satisfaction, user satisfaction has indirect effect on organizational performance and information quality has direct effect on organizational performance.

The analysis shows that according to the indirect effect, the information which public by President Office are qualify therefore user satisfy and because of satisfy, they enjoy and welling to do their job in more and work hard, it can be progress in organizational performance of President Office. Moreover, according to the positive direct effect, because of information quality is better for publish, increases participation in decision making, improves the quality of work product, improves modernization of working methods and those can be progress the organizational performance of President Office.

Figure (4.3) Mediating Effects of System Quality on Organizational Performance of President Office



Source: Survey data (2022)

As shown in Figure (4.3), partial mediation effect of user satisfaction occurs on the relationship between service provider quality and organizational performance because service provider quality links towards organizational performance and service provider quality has positive direct effect on organizational performance. In addition, the coefficient of service provider quality has indirect effect on user satisfaction, user satisfaction has indirect effect on organizational performance and service provider quality has direct effect on organizational performance.

The analysis shows that because of indirect effect, the service provider is fully support in initial set up and maintenance period, the user satisfy the systems and when they never face any problem in using the systems, the job they running is smooth, ease and easy, it lead to progress the organizational performance of President Office. On the other hand, according to the positive direct effect, service provider are skillful and dutiful in providing of their service, the systems are smooth and reduce the time and cost of work process, it lead to progress the organizational performance of President Office.

CHAPTER 5
CONCLUSION

In this chapter, it is organized with three sections according to the analysis results of previous chapter. They are findings and discussions, suggestions and recommendations and limitation and the needs for further research for the researchers who interested in information systems and e-Government project in President Office.

5.1 Findings and Discussions

This study aimed to examine the effect of information systems on organizational performance and the effect of information systems on user satisfaction. It also includes analyzing mediating effect of user satisfaction on the relationship between information systems and organizational performance at President Office of the Republic of the Union of Myanmar. The data are analyzed based upon 278 target respondents in President Office. Multiple Linear regression of SPSS software is applied to analyze the data of respondents.

The results showed that the demographic number of female respondents is 102 out of 162 respondents in President Office. Hence, female employees are more than male employees. There are two kinds of officials and the majority of the respondents are staff officers and the others are engineers. Because of nature of work, female employees are more than male employees in many organizations. Most of male are working as blue collar employees and female are working as white collar employees in every country. Present Office is also a kind of staff office and that is why, the female employees are more than male employees in President Office.

Furthermore, employees in age group between 40-52 years old are more than any other age group and it can be expressed as most of the employees in President Office are considered as in middle aged who has more experience in information systems using in President Office. According to the nature of organizational chart, the upper level officials are less than the lower level officials in every organization. On the other hand, lowest levels of Staff Officer are recently recruitment. Therefore, the middle ranks of Assistant Director, Deputy Director and Director are more than other ranks. Those of middle ranks are middle aged between 40 and 52 years in President Office.

According to regression results of information system in President Office, generally there is positive significant effect on user satisfaction. It means that employees satisfy the quality of information systems using at President Office. There are three independent factors of information system (system quality, information quality and service provider quality).

The information quality is positive significant with user satisfaction. Employees are wanted to feed the qualified information and they pay attention in select how it is clearing, important and reliable. And also they examine it is completed and up-to-date or not. Those of above mentioned are qualities of information and they prefer to better qualities of information. Likewise, the employees, user of information in President Office are more like to feed the qualified information given by information systems they used. In this way, the information quality became a significant factor with positive relationship for user satisfaction at President Office.

The service provider quality is also positive significant with user satisfaction. The using of information systems in organization is a change with the entry of new technologies, systems, procedures and processes into the organization. Even though, employees are using the information system in their organization, they have no technology skill and they believe that the system maintenance and repairing of hardware, software and networking are the responsible of service provider. Therefore they accessed that even the quality of service provider better, the quality of services also better. In this way the service provider quality became a significant factor with positive relationship for user satisfaction at President Office.

System quality is not too much relevant with user satisfaction because systems quality is standardize and the respondents have no choice therefore they have no feeling. And then, the respondents have no responsible for systems. According to the survey result, the information systems are also positive significant effect on organizational performance. It means that if the qualities of information systems search as system quality, information quality and service provider quality are more qualify, the performance of organization is more progress.

As per survey results, the information quality is positively significant on organizational performance. Running in procedures and processes of organization, information quality is very important. Even those information is complete, clear and reliable, the user and customer of information will trust and satisfy the organization. If the information is up-to-date, it will be useful for user and they rely on organization. When

the employees are work their job in trust, satisfy and rely on organization, the performance of organization will be progressed. In this way the information quality is positively significant relationship with organizational performance at President Office.

In finding of service provider quality, the service provider quality is positively significant on organizational performance. The quality of information systems depends on service provider and even the quality of service provider is better, the systems quality will be high. To fine the service provider quality, it will be needed to provide the sufficient and reliable service by provider. And also the service provider needs to provide the valuable services in timely for progress of organizational performance. In this way the service provider quality is positively significant relationship with organizational performance at President Office.

One of the findings, the system quality is positively significant with organizational performance. The organizations are using the various information systems to achieve the goal of their organization. And then, they pay attention for system quality of the information systems which they using for their purpose. The quality of systems is important for the progress of organizational performance. If the system is reliable, the user will believe in. If the system is flexible, the user satisfies to amendment the system. It is also the systems need to easy for user, even those the organizational performance will be faster and smooth. The system also needs to easy to upgrade accordance with changing the saturation. In this way the system quality is positively significant relationship with organizational performance at President Office.

Regarding the user satisfaction and organizational performance, the user satisfaction is positively significant relationship on organizational performance. The information systems using in organization should be qualified and usefulness even those the user will satisfy and they wanted to use continuously. If they use the information system satisfyingly in their job, the work flow will be smart and smooth, and also the organizational performance will be progress. In this way the user satisfaction is positively significant relationship with organizational performance at President Office.

In this study, it is also found that there is mediating effect of user satisfaction on the relationship between the independent variable of information systems which involves system quality, information quality and service provider quality and dependent variable of organizational performance. Besides, the observation of the mediating analysis results, there is partial mediation on the relationship between three variables of information systems (system quality, information quality and service provider quality) and

organizational performance while user satisfaction is as a mediator. The information systems in President Office are reliable and better for using in performance of office works. Because of better in quality of information systems (system, information and service provider), the user of employees in President Office are satisfy it. Therefore the employees use confidently those information systems in their works. By using of information systems in their work, it comes out the result of fast and smooth of office works in President Office. In this way, the user satisfaction mediating effected between information systems and organizational performance in President Office.

5.2 Suggestions and Recommendations

According to the finding results from the previous sections, the information quality is positive significant relationship with user satisfaction. Hence, some relevant suggestions and recommendations are submitted that the Present Office should emphasize on two kinds of quality of information systems search as information quality and service provider quality to improve organizational performance of President Office.

Regarding information quality for user satisfaction, employees are wanted to feed the qualified information and they pay attention in select how it is clearing, important and reliable. And also they examine it is completed and up-to-date or not. But the authorize persons need to upgrade the quality of information more and more for information security because the information publicized by President Office are important. And also needs to ensure for reliable and up-to-date because President Office is an organization of policy making and the highest position in our country.

Regarding service provider quality for user satisfaction, to be better for information systems and to be satisfied by user, it is depend on service provider. Even the service provider is qualified, the employees satisfy the systems. To get the qualified systems, the service provider needs to provide the valuable services, reliable services and sufficient services. The service provider must be skillful in technology and needed to have the sufficient people. Therefore the authorize persons of President Office need to choose the firmed outsourcing service provider and need to examine whether it has skillful persons and sufficient people or not. When it is constructed the agreement, it need to take the agreement that the service provider have to provide the needed service in time and necessary action to be taken. Furthermore, the authorized persons should be focused and manage to pay the advanced training for ICT skill search as system, hardware and software course for employees as an insourcing service provider.

According to the finding results from the previous sections, information systems are the positive significant relationship with the organizational performance. Hence, some relevant suggestions and recommendations are submitted that the Present Office should emphasize on three kinds of quality of information systems search as system quality, information quality and service provider quality to improve organizational performance of President Office. According to data analysis of the previous sections, President Office should prioritize distribution process of ICT awareness to employees concern with information systems which are using at President Office.

Regarding the information quality for organizational performance, the information which publicized from President Office is needed to clear, reliable, complete and up date for public. Therefore, top level managerial officials should carefully perform by the system of check, recheck and counter check. The information public by President Office is important therefore it need to secret by responsible person not for divulge before broadcasting and uploading it. HR management is also important to keep secret and the authority person need to control the employees who working in President Office in royalty on organization by fulfilling of facilities and up most of motivation for HR development.

Concerning with service provider quality for organizational performance, it is responsible to service provider for better quality of systems. To get the qualified systems, the service provider needs to provide the valuable services, reliable services and sufficient services. The service provider need to firm for services above mentioned, therefore it must be skillful in technology and have the sufficient people. Therefore the authority person of President Office must be notice that before contract the agreement, need to choose the firmed outsourcing service provider and need to examine that it has skillful persons and sufficient people and fund. When it is constructed the agreement, it need to include firmly that the service provider have to provide the needed service in time and necessary action to be taken. Furthermore, the authorized persons should be focused and manage to pay the advanced training for ICT skill search as system, hardware and software course for creating the team of insourcing service provider.

Regarding the system quality for organizational performance, according to the finding, it is significant on organizational performance because systems are image of organization and it is directly concern with organizational goals. If system quality is better, the work done, work flow and working process are first and smooth. But, the President Office needs to give the advance level training concern with ICT, information

systems and their qualities. And then, the President Office should be done information share about system quality search as reliability, flexible, easy to use, easy to upgrade and benefits of systems. It also needs to monitor the systems to flexible in amendment, easy to use and easy to upgrade that lead to enhance the organization working flow and system is going smoothly and efficiently. Furthermore, it should be set up confident by employees to do their jobs by smarter way and that will lead to progress of organizational performance through user satisfaction.

Regarding the user satisfaction and organizational performance, the information systems using in organization should be qualified and usefulness. If the qualities of information systems above mentioned are qualified, the employees at President Office will satisfy and they would be use them continuously and by doing so, the work flow will be smart and smooth, and also the organizational performance will be progressed. Therefore, the authorized persons of President Office should be emphasized to up most, upgrade, amendment and renew the qualities of systems, information and servicer provider.

5.3 Limitations and Needs for Further Research

This study focuses and emphasizes only on three influencing factors on organizational performance, it is suggested that to focus on the other factors affecting on organizational performance search as training quality, IS infrastructure quality, HR quality, resources quality and management quality. On the other hand, it should be more investigation of effect on individual performance, use-utility, perceived benefit and business performance.

This study has its limitations, and it is investigated the information systems in a only government organization and President Office has the functions to communicate with other government organization. Therefore, the further study can also examine the information systems using in business sectors.

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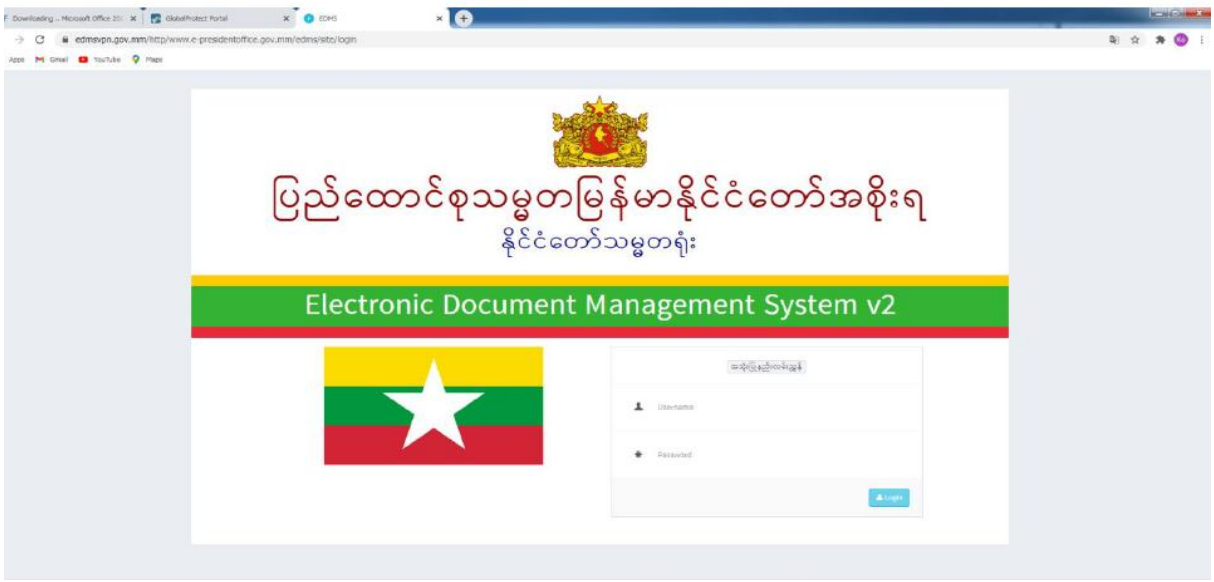
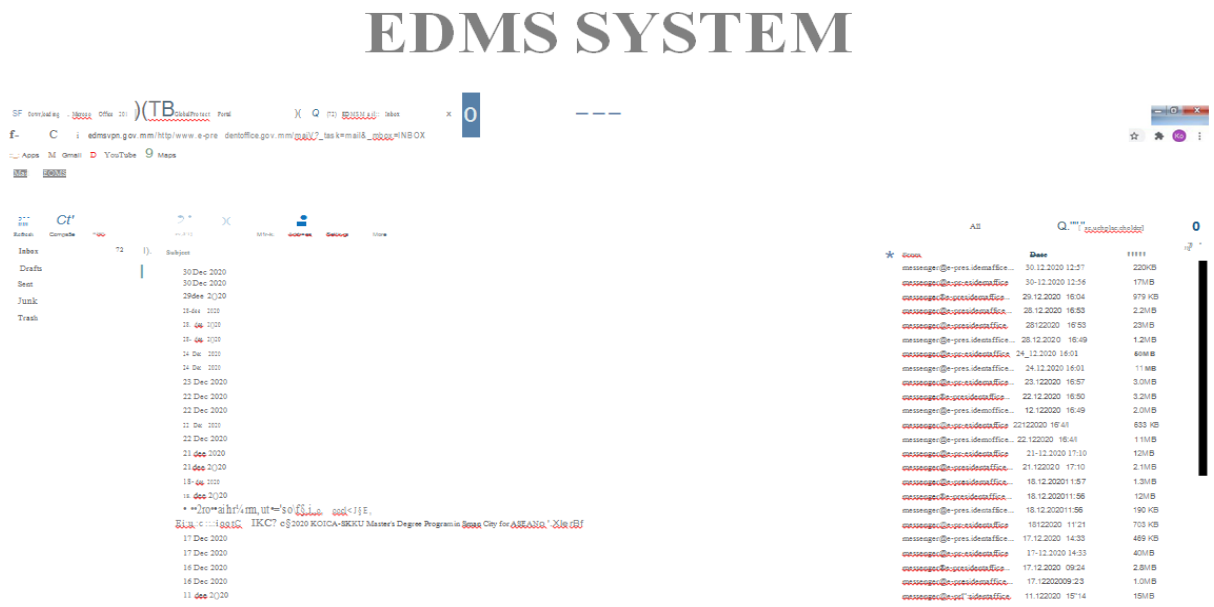
APPENDIX I

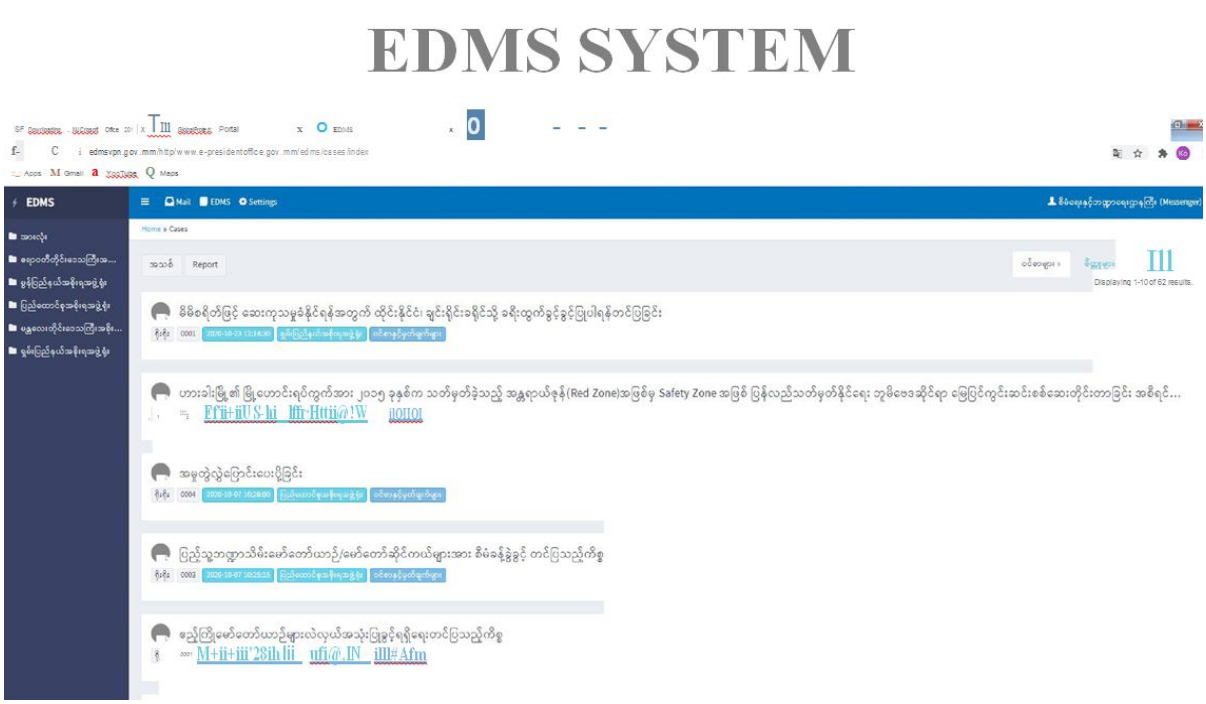
EDMS System Login Page



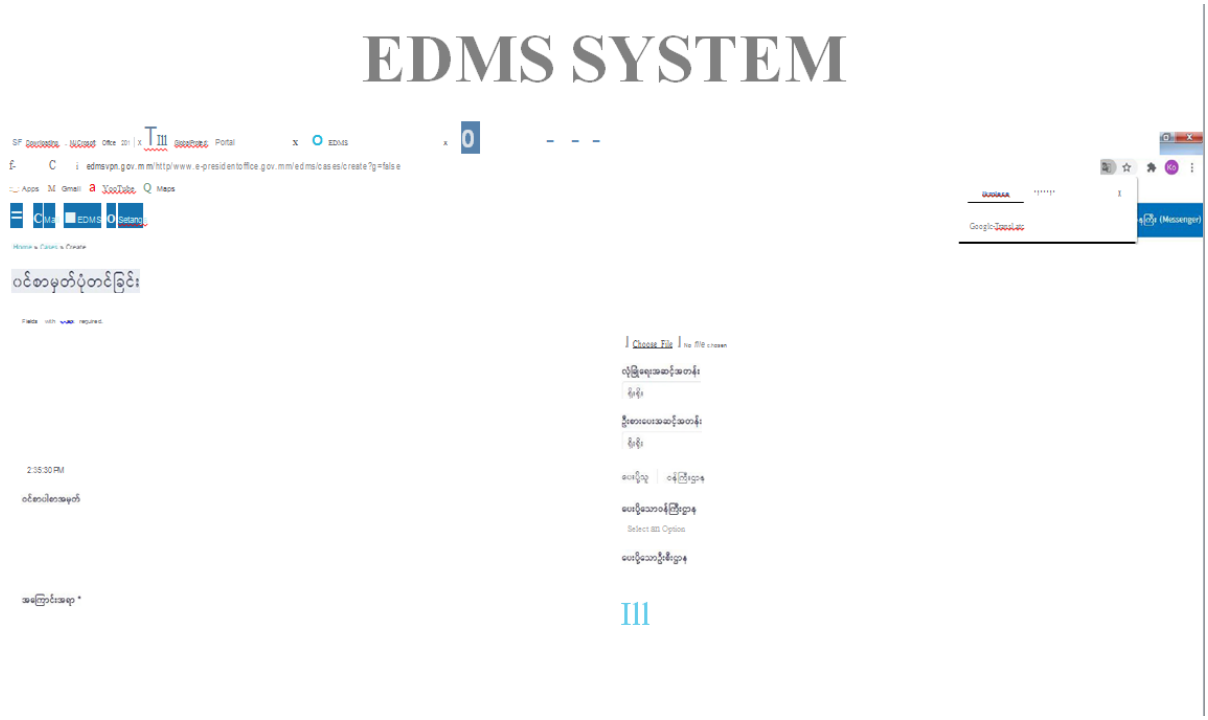
EDMS System Mail Address Page



EDMS System Mail Box



EDMS System Register Page



EDMS System Data Management Page MS Form

MS

အထွေထွေအရပ်ရပ်-၁၆ (ရုံးတွင်းစာ၊ အကျဉ်းချုပ်၊ သို့တည်းမဟုတ်၊ စာကြမ်းရေးရန်စာရွက်)

EDMS System Data Management Page Note Sheet Form

NOTE SHEET

ဖတ်ရှုပြီး	
နိုင်ငံတော်သမ္မတ	
ဒုတိယသမ္မတ(၁)	
ဒုတိယသမ္မတ(၂)	
အမြဲတမ်းအတွင်းဝန်	
ညွှန်ကြားရေးမှူးချုပ်	
ဒုတိယညွှန်ကြားရေးမှူးချုပ်	
ညွှန်ကြားရေးမှူး	
ဒုတိယညွှန်ကြားရေးမှူး	

၁။ ၂၀၁၆ ခုနှစ်အုပြည်ပြည်ဆို ငွေကြေးရံပုံငွေ အဖွဲ့နှင့် ကမ္ဘာဘဏ်တို့၏ နှစ်ပတ်လည် အစည်းအဝေးနှင့် ဆက်စပ် အစည်းအဝေးများသို့ တက်ရောက်ခဲ့သည့် မြန်မာနိုင်ငံတော် ဗဟိုဘဏ် *ဥက္ကဋ္ဌ ဦးဆောင်သည့် မြန်မာ ကိုယ်စားလှယ်အဖွဲ့၏ အစည်းအဝေး တက်ရောက်ခဲ့မှု အစီရင်ခံစာအား မြန်မာနိုင်ငံတော် ဗဟိုဘဏ်မှ တင်ပြလာပါသည်။ အလံ (က)

၂။ တင်ပြအပ်ပါသည်။

EDMS System Data Management Page Letter Form

လျှို့ဝှက် အမြန်

ပြည်ထောင်စုသမ္မတမြန်မာနိုင်ငံတော်

နိုင်ငံတော်သမ္မတရုံး

စာအမှတ်၊ ၁၂၃၄( )၁၂၃/၈/သမ္မတရုံး

ရက်စွဲ၊ ၂၀၁၆ခုနှစ်၊ ဒီဇင်ဘာလ ရက်

သို့

နိုင်ငံခြားရေးဝန်ကြီးဌာန

အကြောင်းအရာ။ ပြည်ပနိုင်ငံသို့သွားရောက်ခွင့်ကိစ္စ*

ရည်ညွှန်း ချက်။ ယင်း၏ ၃-၁၂-၂၀၁၆ ရက်စွဲပါ စာအမှတ်၊ ၁၂၃/(၄၅၆)/၇၈၉

၁။ နိုင်ငံခြားရေးဝန်ကြီးဌာနမှ ဒုတိယဝန်ကြီးသည် အင်ဒိုနေးရှားနိုင်ငံတွင် ၁၂-၁၂-၂၀၁၆ ရက်နေ့မှ ၁၅ - ၁၂-၂၀၁၆ ရက်နေ့အထိ ကျင်းပမည့် အာဆီယံ နိုင်ငံခြားရေးဝန်ကြီးများအစည်းအဝေး သို့တက်ရောက်ခွင့်ပြုပါရန် ရည်ညွှန်းစာဖြင့်တင်ပြလာခြင်းကိစ္စနှင့်စပ်လျဉ်း၍ ခွင့်ပြုပါသဖြင့် လုပ်ထုံး လုပ်နည်းနှင့်အညီ ဆက်လက် ဆောင်ရွက်သွားရန် အကြောင်းကြားသည်။

၂။ အဆိုပါကိစ္စနှင့်စပ်လျဉ်း၍ ----------

---------- ရန်အကြောင်းကြားပါသည်။

ညွှန်ကြားရေးမှူးချုပ်

မိတ္တူကို

EDMS System Data Management Page Telegraph Form

TELEGRAPH

မှတ်ပုံတင်ကြေးနန်းစာပုံစံအစား ရက်စွဲ/အချိန်

ပ။ သမ္မတရုံး

လ။ ကက(ကြည်း) ရန်ကုန်တိုင်းအစိုးရအဖွဲ့ ပြည်ထောင်စုဝန်ကြီးဌာနများ (ပြည်ထဲရေး ကျန်းမာရေး ပို့ဆောင်ရေး)

တ။ သမ္မတဦးစီးရုံး ဒုသမ္မတဦးစီးရုံးများ ပြည်ထောင်စုအစိုးရအဖွဲ့ရုံး(လက)

ဦး ၁။ လဝ၁။ သမ္မတဦးစီးရုံး၏ ၁၁-၁၂-၂၀၁၆ ရက်စွဲပါ ကန အမှတ်၊ ၁ဦး၁/၁၁၁၂၃၀ ညွှန်း

(၁) နိုင်ငံတော်သမ္မတသည် မန္တလေး တိုင်းဒေသကြီးသို့ အောကပါအတိုင်းသွားရောက် စစ်ဆေးမည်ဖြစ်-

(က) ၁၂-၁၂-၂၀၁၆ ရက်နေ့ ၁၂၀၀နာရီတွင် နပတ မှ မတလ သို့ တပ်မေတော်ရဟတ်ယာဉ် များနှင့် ထွက်ခွါ၍ မတလ တွင် ညအိမ်အခြေပြု မည်ဖြစ်။

(ခ) ၁၃ ၁၂ ၂၀၁၆ ရက်နေ့ ၀၉၀၀ချန်တွင် မတလ မှ ပြင်ဦးလွင်သို့တပ်မေတော်ရဟတ်ယာဉ် များနှင့်ထွက်ခွါ၍ တဆရ(၂)ရှိ လှုနာစစ်သည် များအား ကြည့်ရှု အားပေးပြီး ပြင်ဦးလင်တွင်အခြေပြုမည်ဖြစ်။

(ဂ) ၁၄ ၁၂ ၂၀၁၆ ရက်နေ့ ၀၉၀၀ နာရီခွိန်တွင် ပြင်ဦးလွင်မှနပတ သို့တပ်မတော်ရဟတ်ယာဉ် များဖြင့် ပြန်လည်ထွက်ခွါမည်ဖြစ်။

(၂) ကက(ကြည်းသာ)။ တပ်မတော်လေမှ ရဟတ်ယာဉ် (၂)စီးစီစဉ် ဆောင်ရွ က်ပေးရန်နှင့် လုံခြုံရေးပေါင်းစပ်ညှိနှိုင်းဆောင်ရွက်ပေးရန်။

(၃) ပြည်ထဲရေးသာ။ အနီးကပ်လခရအပါအဝင် လခရ အားလုံး စီစဉ် ဆောင်ရွ က်ထားရန်။

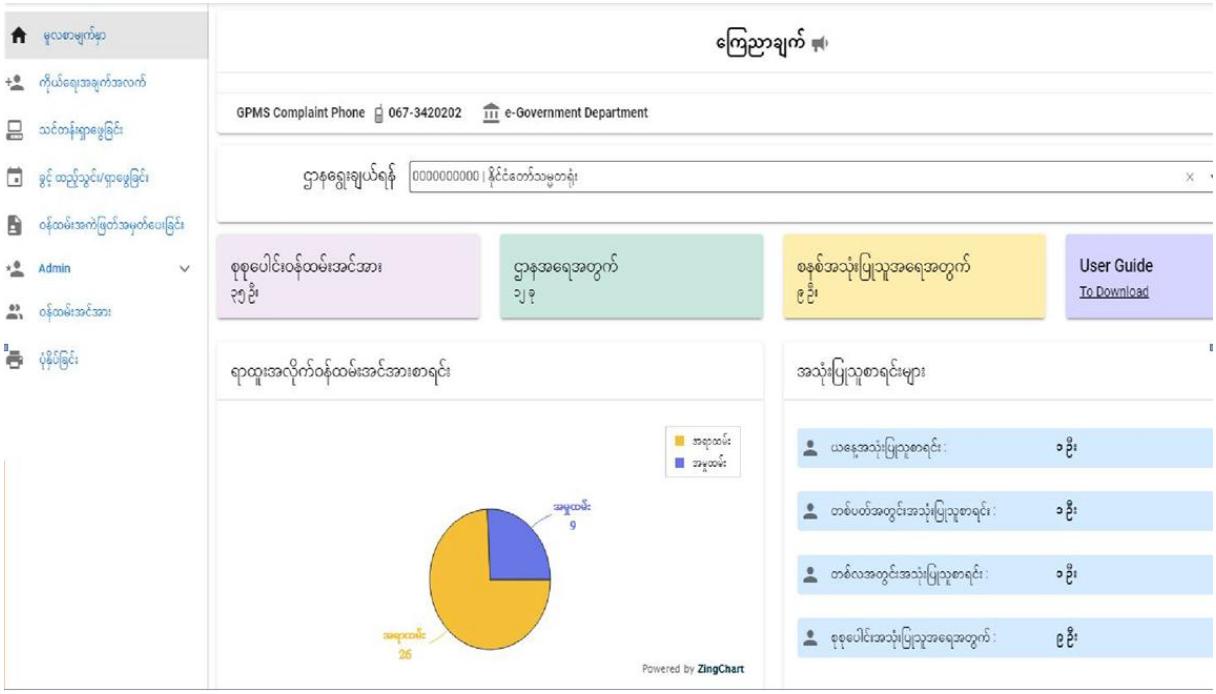
(၄) အဖရ(မန္တလေး)သာ။ လိုအပ်သောအုပ်ချုပ်မှုကိစ္စရပ်များ ကြိုတင်ပြင်ဆင်ထားရန်။

လျှို့ဝှက်နည်းဖြင့်ပို့ ဦးစားပေးအဆင့်အတန်း

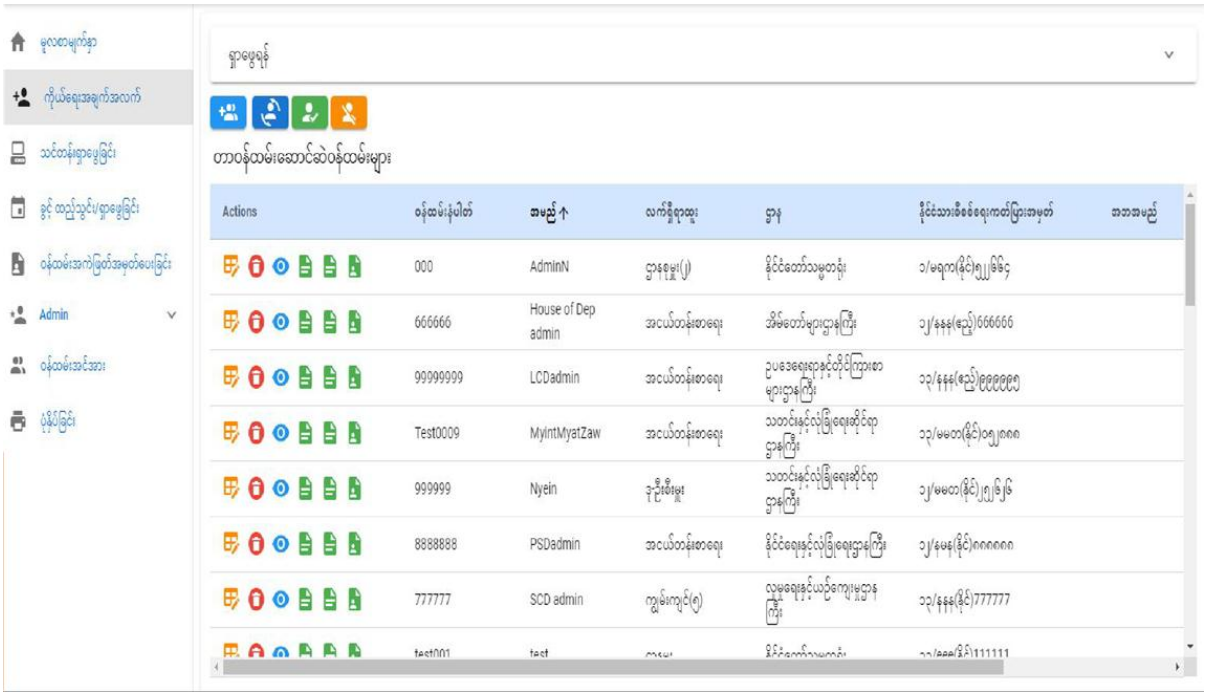
ညွှန်ကြားရေးမှူးချုပ်

GPMS System Login Page

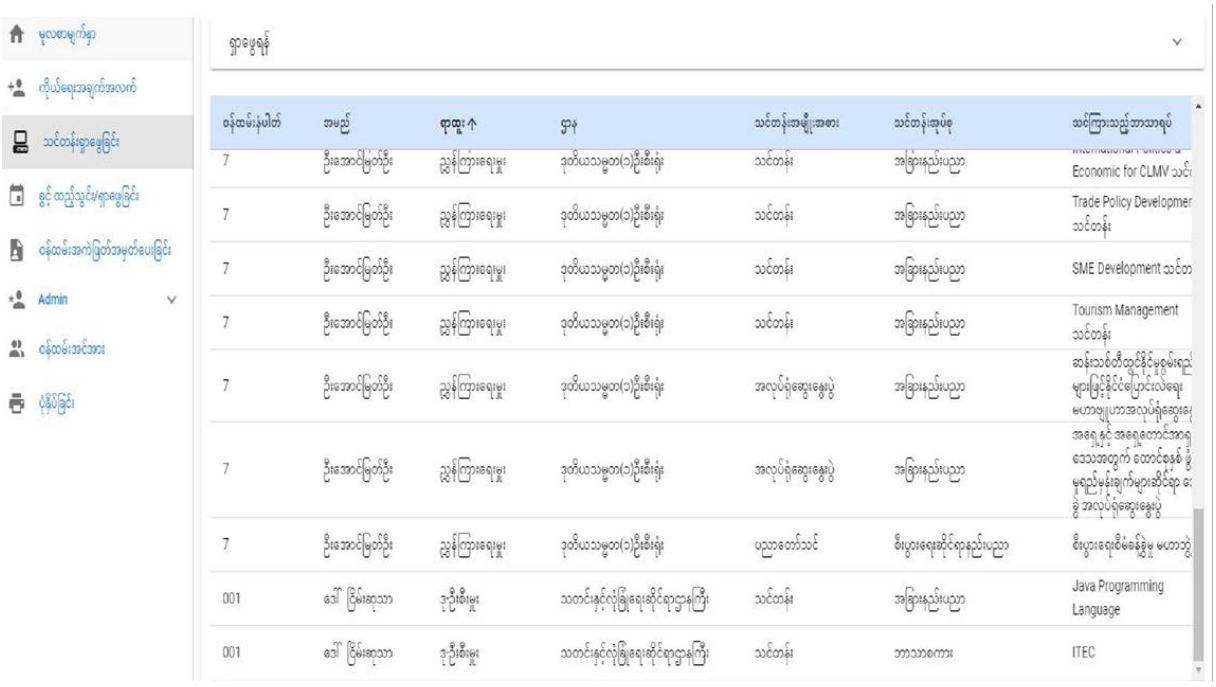
GPMS System Notice Board Page



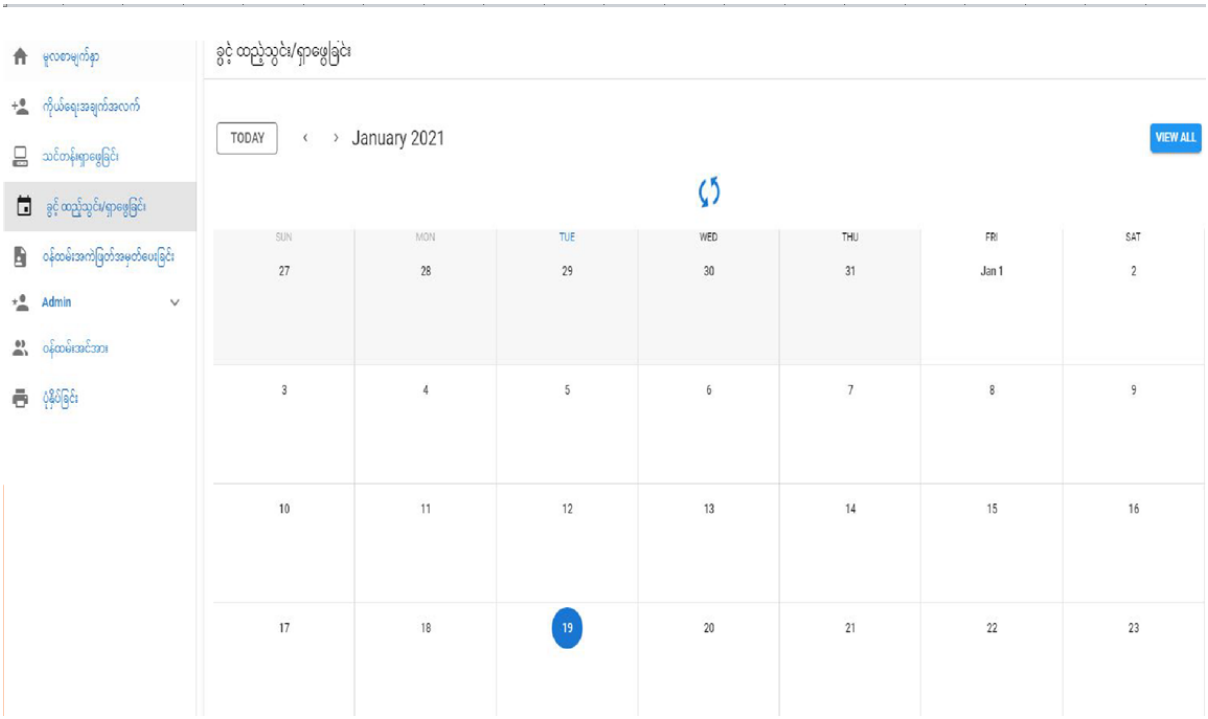
GPMS System Personnel Data Page



GPMS System Searching by Training

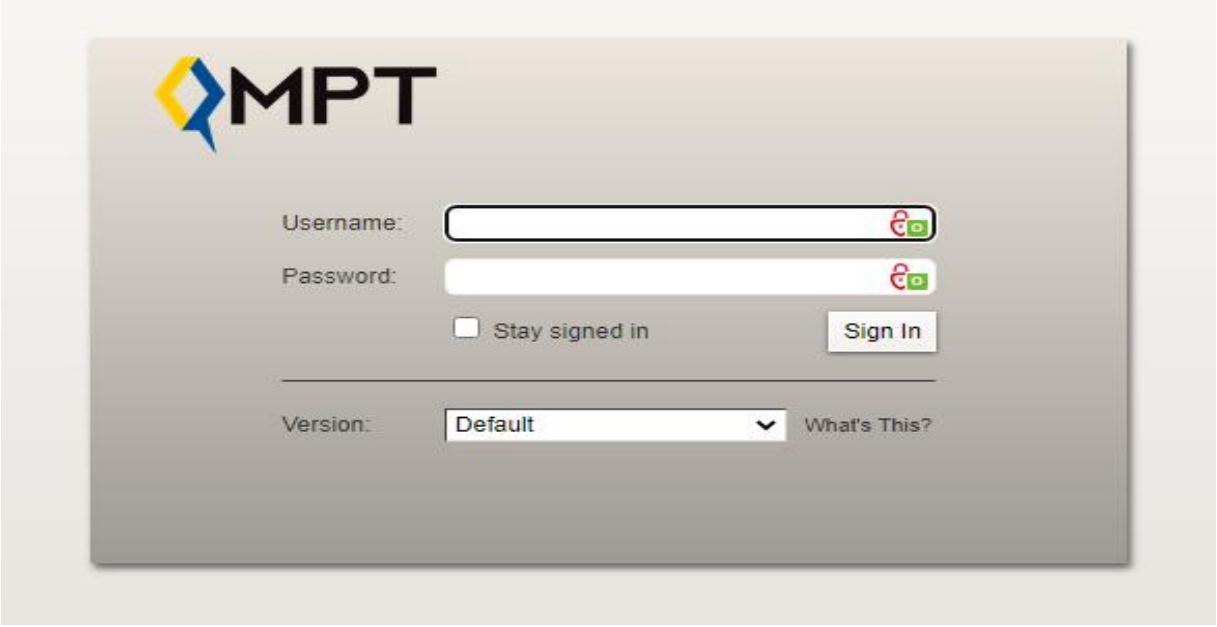


GPMS System Searching by Leave

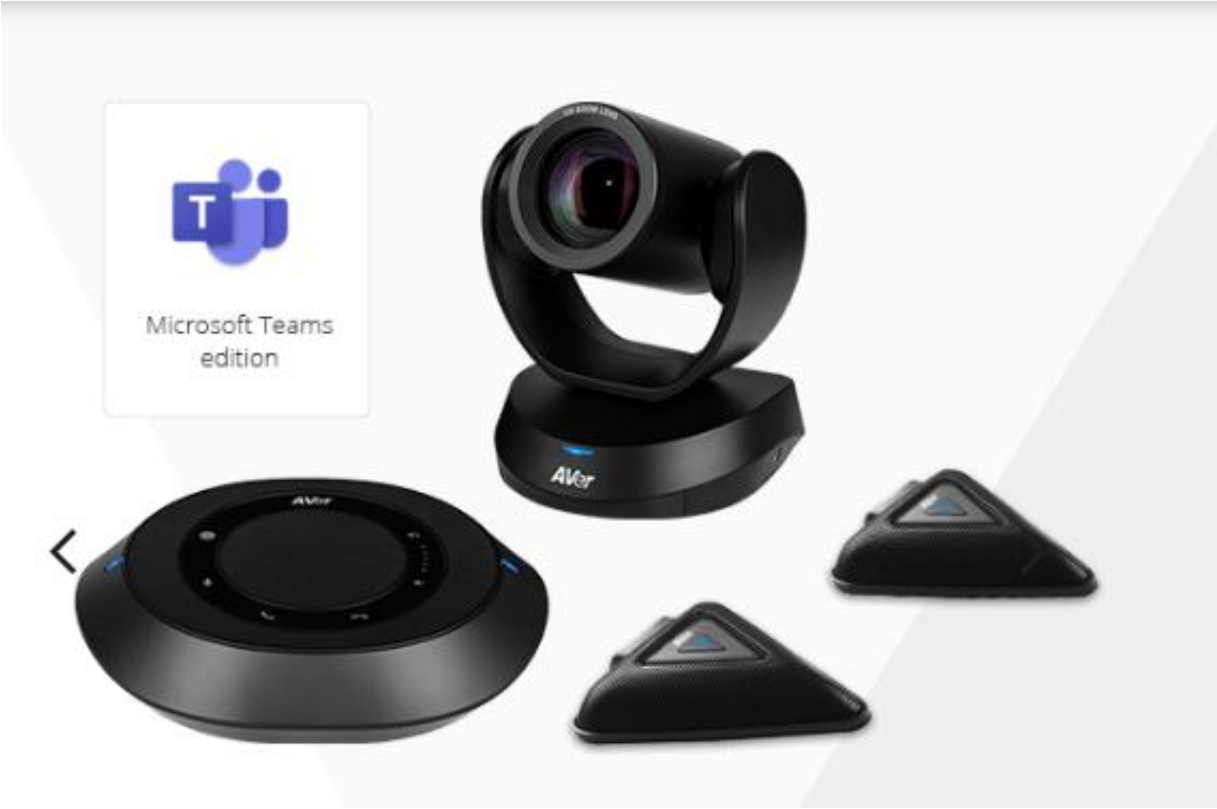


President Office Website

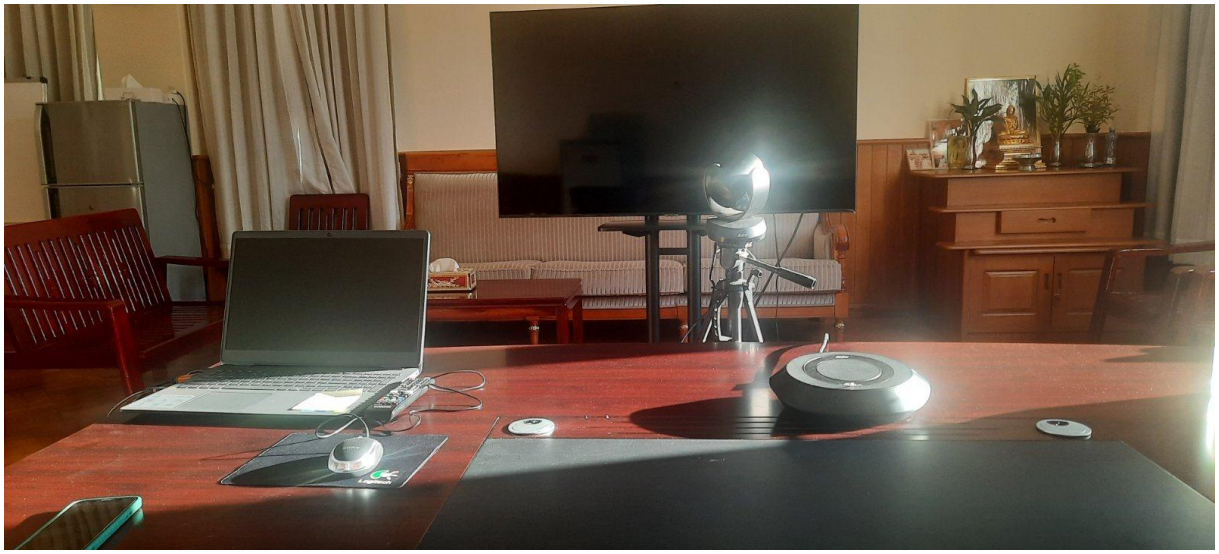
Log in Page of MPT webmail



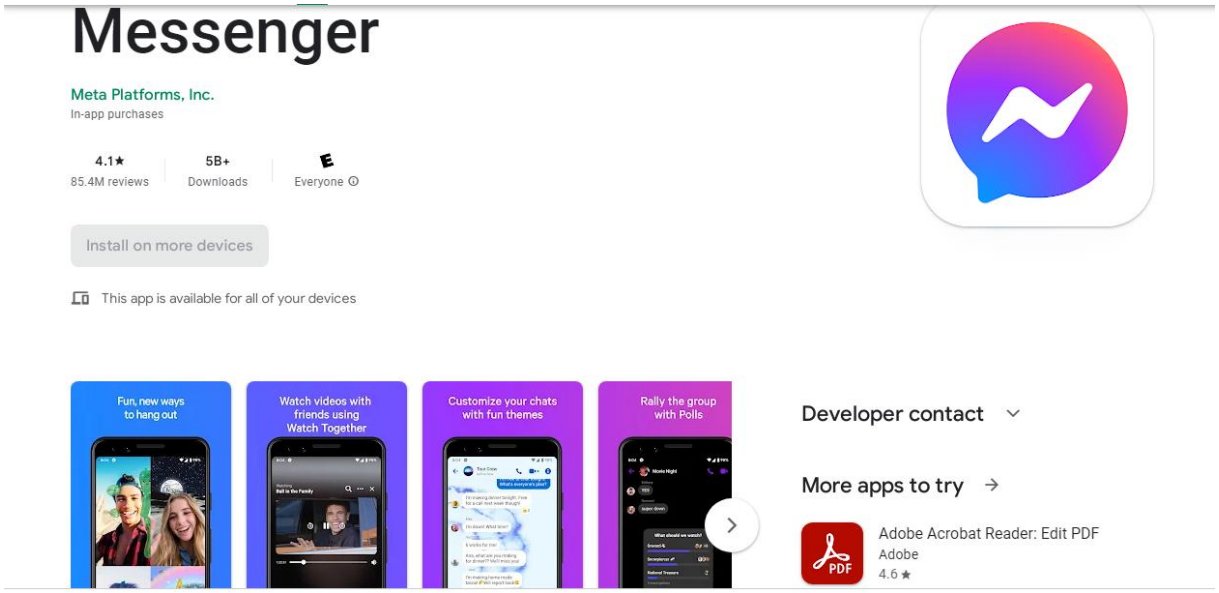
Aver Video Conferencing Accessory



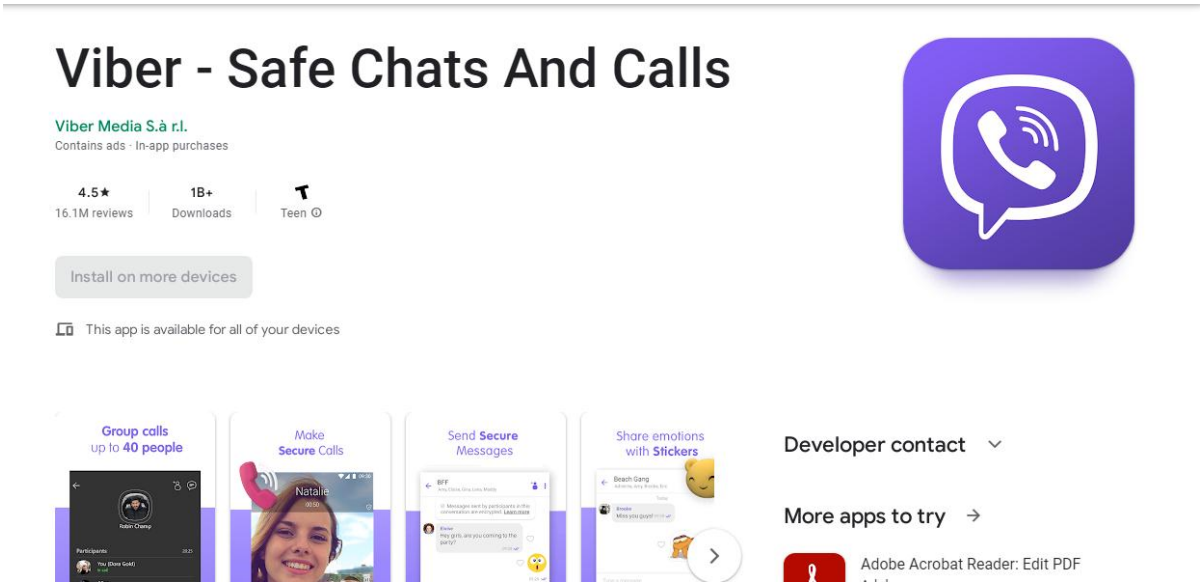
Video Conferencing Room of President Office



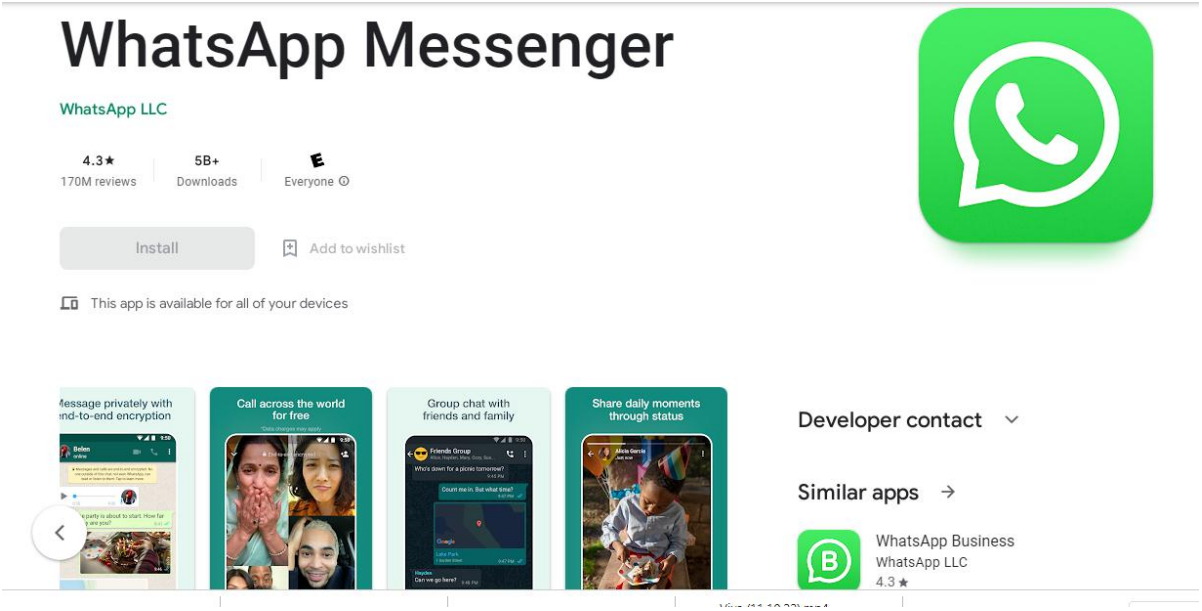
Messenger



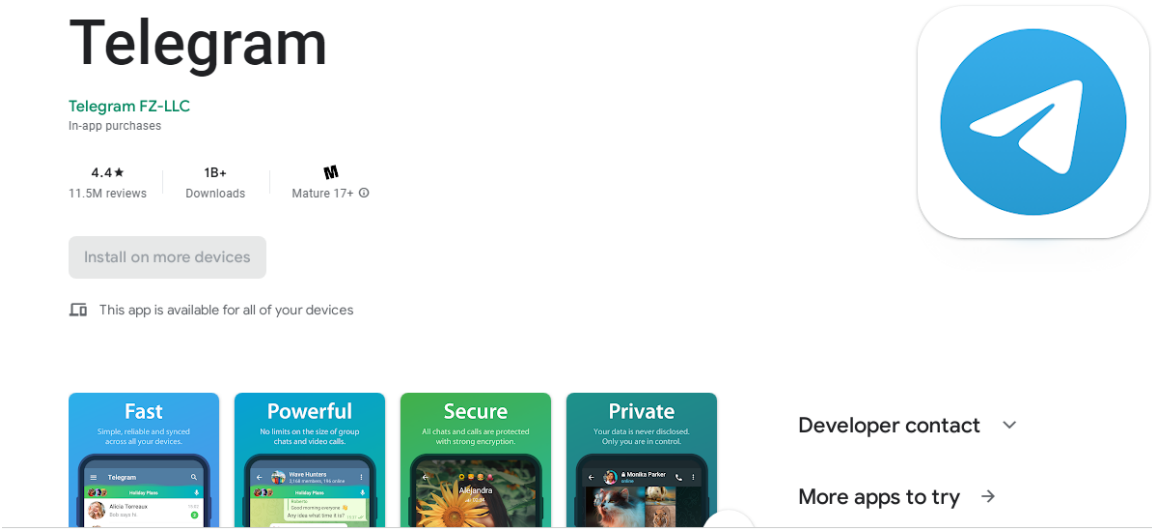
Viber



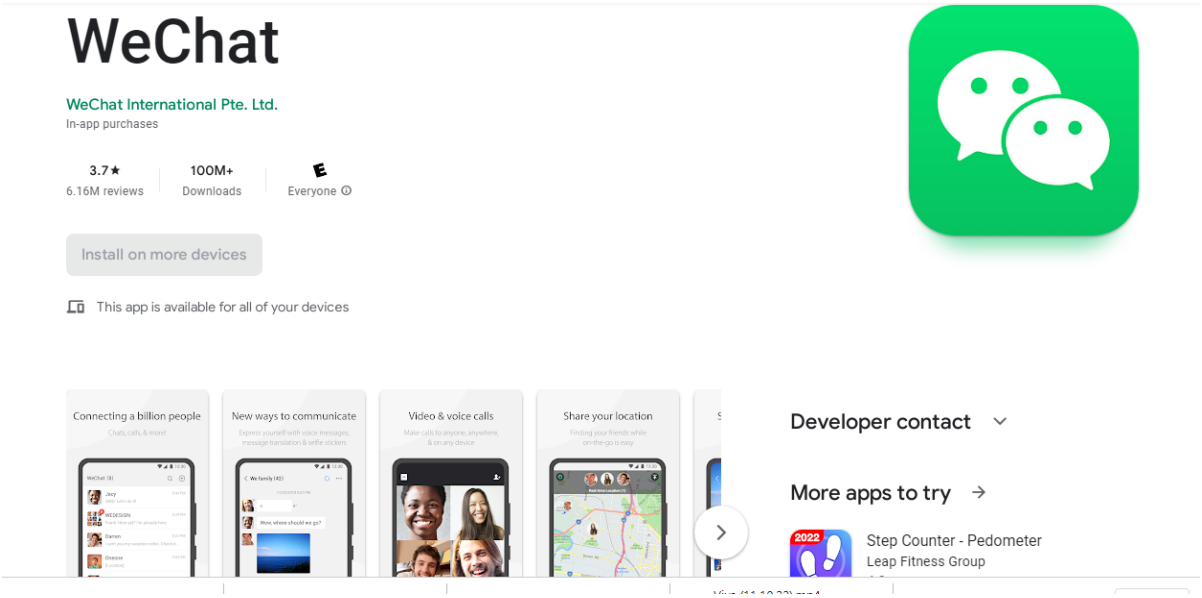
WhatsApp



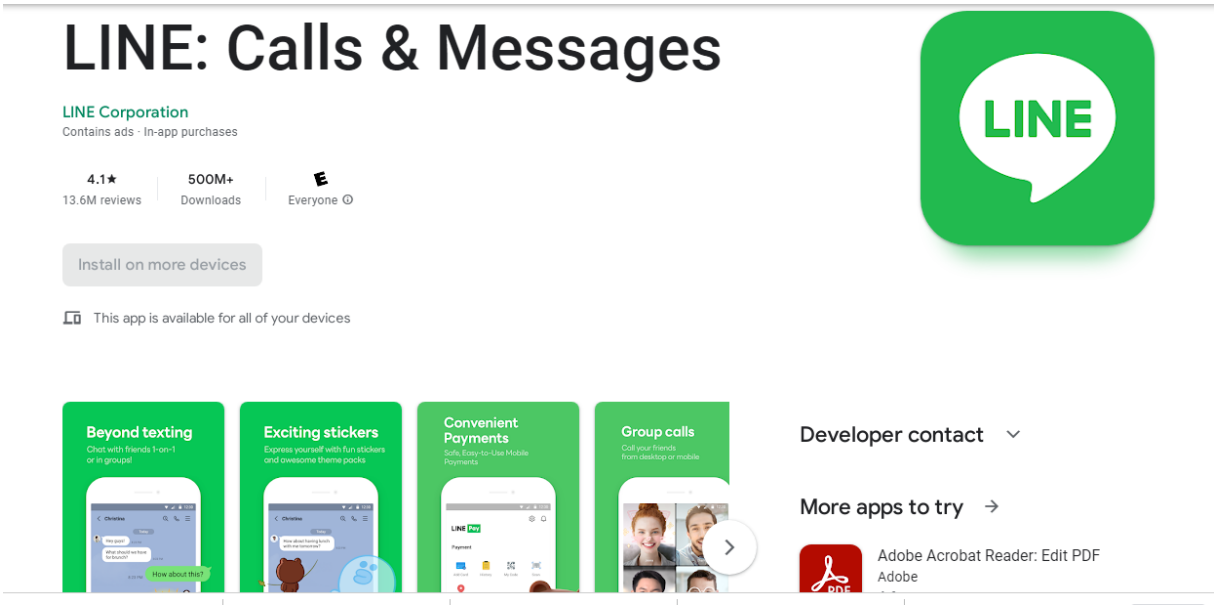
Telegram



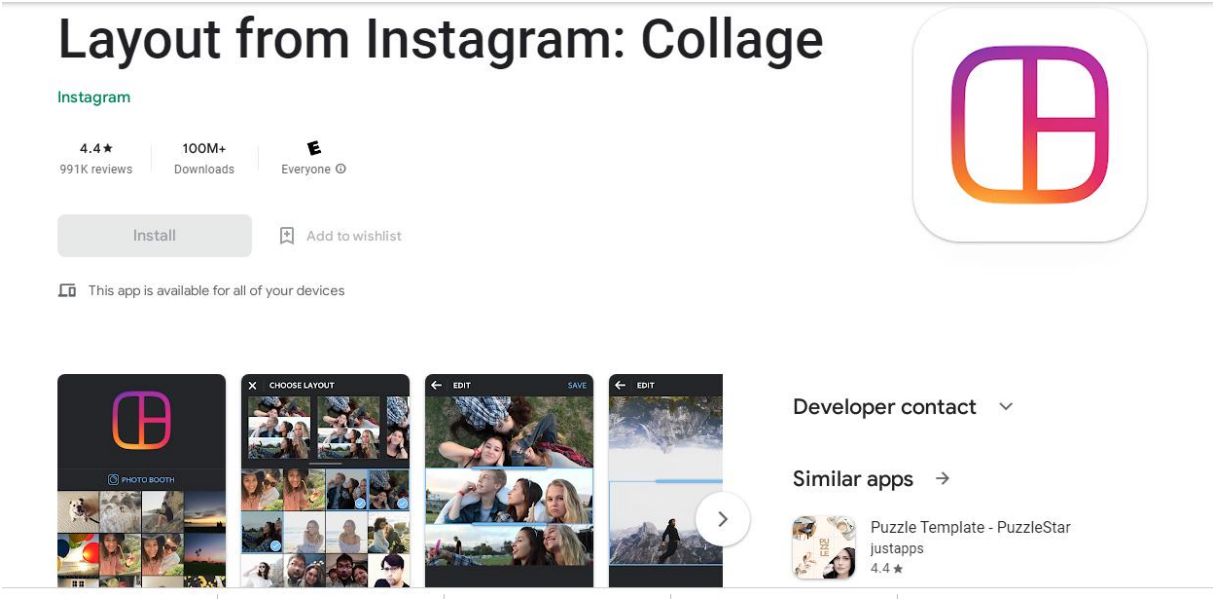
WeChat



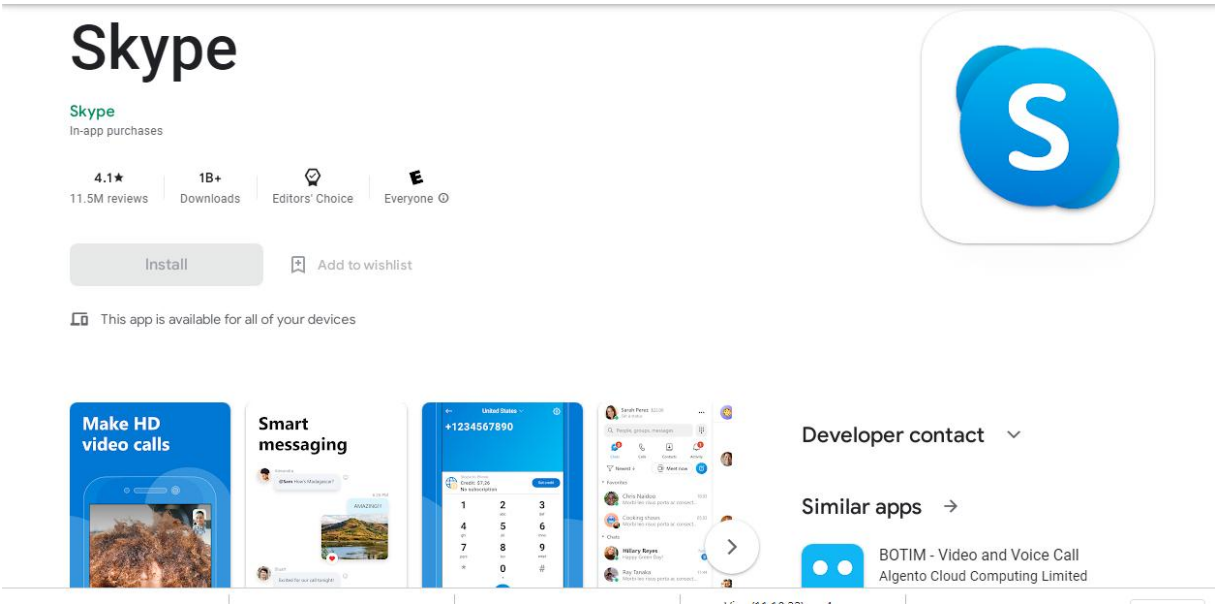
LINE



Instagram



Skype



Sever Room of President Office

Wi-Fi Router set up on celling

APPENDIX II

QUESTIONNAIRE

The intent of this questionnaire is for research and educational purposes. ALL precautions have been made to keep the identity of the respondents anonymous. The data we collect will be used only for research purposes. We appreciate you letting us know how you feel in using information systems of President Office.

Thank you,

[Survey of Information Systems, User Satisfaction and Organizational Performance of President Office]

PART I

Demographic information (Tick (√) the appropriate option (bracket)

1. Please select your gender

Male	[ ]
Female	[ ]

2. What is your age group?

18 – 30 years	[ ]
30 – 42 years	[ ]
42 – 54 years	[ ]
Above 54 years	[ ]

3. What is your highest academic qualification?

Certificate	[ ]
1st degree	[ ]
Diploma	[ ]
Post Graduate degree	[ ]
Others (specify)	[ ]

4. Are you a full time employee in your office?

Yes	[ ]
No	[ ]

5. How long have you been employed in this office? (Please check one)

Less than one year	[ ]
1-3 years	[ ]
3-5 years	[ ]
5-7 years	[ ]
More than 7 years	[ ]

6. Please select your title/occupation

Staff Officer	[ ]
Assistance Director	[ ]
Deputy Director	[ ]
Director	[ ]
Deputy Director General	[ ]
Director General	[ ]

7. How long have you been employed information systems in your career? (Please check one)

Less than one year	[ ]
1-3 years	[ ]
3-5 years	[ ]
More than 5 years	[ ]

8. Which kind of information system / systems is the office using? (Please check that you using)

Electronic Document Management System (EDMS)	[ ]
Government Personnel Management System (GPMS)	[ ]
President Office Website	[ ]
MPT Mail	[ ]
Video Conferencing	[ ]
Messenger	[ ]
Internet Access Systems	[ ]

PART II

Systems Quality

No	Statement	Strongly Disagree	Disagree	N/A	Agree	Strongly Agree
1	The Systems is reliable					
2	The Systems is flexible					
3	The Systems is easy to use					
4	The Systems can be easily upgraded					
5	The Systems provides benefits for the entire organization					

Information Quality

No	Statement	Strongly Disagree	Disagree	N/A	Agree	Strongly Agree
1	The Information are Complete					
2	The Information are Clear					
3	The Information are Important					
4	The Information are Up-to-date					
5	The Information are Reliable					

Service Provider Quality

No	Statement	Strongly Disagree	Disagree	N/A	Agree	Strongly Agree
1	The Provider provides valuable services					
2	The Provider responds in a timely manner					
3	The Provider provides reliable services					
4	The Provider provides a sufficient variety of services					
5	The Provider have sufficient people to provide services					

User Satisfaction

No	Statement	Strongly Disagree	Disagree	N/A	Agree	Strongly Agree
1	Makes it easier to do your job					
2	Helps your decision making					
3	Gives them confidence to accomplish your job					
4	Enhances problem-solving ability					
5	Facilitates knowledge transfer					

PART III

Organizational Performance

No	Statement	Strongly Disagree	Disagree	N/A	Agree	Strongly Agree
1	Increases participation in decision making					
2	Improves the quality of the work product					
3	Improves modernization of working Methods					
4	Reduces process times					
5	Reduces process costs					

*****************Thank You for Your Participation *****************

APPENDIX III-a

Regression

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.645[a]	.415	.404	.34523	1.927

a. Predictors: (Constant), Service Provider Quality, System Quality, Information Quality

b. Dependent Variable: User Satisfaction

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.386	3	4.462	37.439	.000[b]
	Residual	18.831	158	.119		
	Total	32.218	161			

a. Dependent Variable: User Satisfaction

b. Predictors: (Constant), Service Provider Quality, System Quality, Information Quality

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t
1	(Constant)	1.438	.252		5.716
	System Quality	.127	.084	.121	1.520
	Information Quality	.367	.075	.420	4.914
	Service Provider Quality	.151	.064	.191	2.367

Model		Sig.	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1	(Constant)	.000		
	System Quality	.131	.580	1.725
	Information Quality	.000	.507	1.974
	Service Provider Quality	.019	.567	1.763

a. Dependent Variable: User Satisfaction

PPENDIX III-b

Regression

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.646[a]	.417	.406	.35105	2.001

a. Predictors: (Constant), Service Provider Quality, System Quality, Information Quality

b. Dependent Variable: Organizational Performance

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.947	3	4.649	37.726	.000[b]
	Residual	19.471	158	.123		
	Total	33.418	161			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Service Provider Quality, System Quality, Information Quality

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	t
1	(Constant)	1.389	.256		5.427
	System Quality	.191	.085	.178	2.238
	Information Quality	.308	.076	.346	4.058
	Service Provider Quality	.180	.065	.223	2.769

Coefficients[a]

Model		Sig.	Collinearity Statistics	
			Tolerance	VIF
1	(Constant)	.000		
	System Quality	.027	.580	1.725
	Information Quality	.000	.507	1.974
	Service Provider Quality	.006	.567	1.763

a. Dependent Variable: Organizational Performance

APPENDIX III-c

Regression

Descriptive Statistics

	Mean	Std. Deviation	N
Organizational Performance	3.9160	.45560	162
User Satisfaction	3.8432	.44734	162

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.786[a]	.618	.615	.28259	2.024

a. Predictors: (Constant), User Satisfaction

b. Dependent Variable: Organizational Performance

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.641	1	20.641	258.473	.000[b]
	Residual	12.777	160	.080		
	Total	33.418	161			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), User Satisfaction

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t
1	(Constant)	.840	.193		4.360
	User Satisfaction	.800	.050	.786	16.077

Coefficients[a]

Model		Sig.	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1	(Constant)	.000		
	User Satisfaction	.000	1.000	1.000

a. Dependent Variable: Organizational Performance