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Research paper

The Role of Denison's Organisational Culture on Email Usage among Academician in Malaysian Private Universities

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Abstract

academician in Malaysian private universities. For the research, a scale of measurement was used based upon the concepts that are found in values as well as practices in regards to organisational culture developed by Denison and Mishra (1995) model namely Involvement-Capability Development (ICD), Consistency-Agreement (CA), Adaptability-Organisational Learning (AOL) and Mission- Goals & Objectives (MGO). In this study, Technology Acceptance Model (TAM) developed by Davis (1989) was used as part of the perspective theory on technology adoption, using the constructs; perceived ease of use (PEOU) and perceived usefulness (PU) as mediator for organisational culture and email usage. Data used in the study were based on questionnaires of 128 academician from two Malaysian private universities. The study found that all constructs of organisational culture were having significant in the relationship to the perceived ease of use (PEOU) and perceived usefulness (PU) with ICD, AOL and MGO having significant positive relationship with PEOU and PU while CA has significant negative relationship with PEOU and PU on email usage. Finally, PU and PEOU had significant positive relationship with email usage while PEOU had significant positive relationship with PU on email usage. This means that the usage of email among academician in Malaysian private universities depend on both the user's perception of email usefulness and the perception of ease of use.

Keywords: *Organisational culture, Involvement- Capability Development (ICD), Consistency-Agreement (CA), Adaptability-Organisational Learning (AOL) and Mission- Goals & Objectives (MGO), Technology Acceptance Model (TAM), perceived ease of use (PEOU), perceived usefulness (PU).*

1. Introduction

Since 20 over years ago, email in general was always part of ICT communication. Despite it's undeniable dominance as the most popular mode of communication at the work place, in recent years it had been rivaled by other portals of digital communication such as Twitter, Facebook, LinkedIn and so on. Therefore it is of great importance to study the impact that these new forms of media have culturally, so that we may know it's utility and it's effects on Malaysian work culture (Mahomed, 2015). The reason due to the use of the Internet information now reachings a gloabal scale where digital content can be shared worlwide among Intenet users.

Through the Internet, information sharing, digital content can typically be distributed and shared among Internet users worldwide. Based on the research by Sian, et al. (2013) on internet usage among undergraduate student in Malaysia, the most frequent services provided by the internet are as so, search engines (94%), emails (60%) and thirdly chat services (40%).

Organisational Culture

Organisational Culture is a vital instrument in channeling messages and communication between people that will differentiate between patterns of behaviour on specific organisation activities. (Abdullah, 2014). Aseri (2013) mentioned that, a major factor that affects information technology adoption is that of culture. With each culture having its unique background, language, and religion, the experiences created varies. There is a definite effect that culture has in the adoption of information technology. The effects are such that it determines whether information technology development is rejected or accepted in cultural confines. The most prominent of these factors as we have discussed is culture, religion, and language in any country (Aseri, 2013).

Based on study conducted among professionals in the IT and services industry at large MNCs proved that email communication styles are culture-bound. This may help managers to better interpret the emails that they receive from individuals of other cultural backgrounds. For example, individuals from high-context cultures may find emails from people with a low-context orientation less offensive if they are aware of the fact that their communication style is less formal. Mahomed (2015) stated public university staff fall behind in comparison to their counterparts when it came to email usage, with the reason specifically attributed to the methods of national and organisational culture found in public universities, that are conservative as well as traditionalist.

Email Usage (U)

Jackson, et al. (2001) claimed the usage of email has become cru-

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cial part for basic collaborative communication between organisations. Furthermore, usage of email increase the organisations' productivity. Jackson, et al. (2001) stated emails are still less disruptive than the telephone, the way the majority of users handle their incoming email give far more interruption than expected. A study done by Osman et al, (2012) among online users showed that, 21.43% of their respondent checked the email daily by using smartphone.

To achieve an effective education system to be forward moving, the use of internet in communication is known to be crucial and beneficial. Study conducted among undergraduate student shows the internet is an essential medium in regards to greater heights for higher education, as we shift globally to a knowledge base economy. In many universities, the staff and students are provided with their own email accounts as an initiative for them to communicate through the internet. The use of internet related services completes a student's activities, where the search engine is used to gather information, and the email seen as a main means of networking and communication. (Sian, et al. 2013). Based on study done by Hashim (2005) on information communication technology (ICT) adoption among working women in Malaysia, women who works in supervisory positions tend to have good ICT skill and high use of emails in the workplace. Base on newer research in regards to email messages sent and received by non-academic staff in Malaysian universities, Mahomed (2015) discovered that only 21.9 percent of staff received 20 or more messages a day. Almost one third of the personnel had 6 to 10 messages per day. Email messages sent, were many times lower than received, with 50 percent only sending out 5 messages or less in a day. Private universities recorded a higher volume of email usage in official matters compared to that of public universities, whereby the mean value of private and public universities were 234.41 and 173.44 respectively. Also identical was the percentage of emails sent, with private universities sending out a greater volume that the public ones, with the mean value of 235.79 and 172.26 respectively (Mahomed, 2015).

Technology Acceptance Model (TAM)

Study done on the impact of national culture on the adoption of e-tourism in Egyptian tourism companies shows that TAM theory has become one of the most influential models used in predicting and explaining behavior towards acceptance or rejection of technology, and it is more commonly used than alternatives such as the innovation diffusion theory, the theory of planned behavior and unified theory of acceptance and use of technology (Ghanem, et al.2017). Based on the study conducted on two hundred sixty-nine college students from two university campuses in Northwestern India, both perceived usefulness and ease of use were statistically significant predictors of intention to use the internet. Along with user experience, they explained the 36 per cent variance in regards to the usage intention (Fusilier and Durlabhji, 2005).

A study done by Kucukusta, et al. (2015) among online users in Hong Kong business district stated that perceive usefulness of the internet is found to be more influential that perceive ease of use in forming usage intention. TAM dimensions were found to have no significant difference on genders. This result indicated that male and female respondents rate these three dimensions in the same direction and perceived same level of importance. Study among one of the Malaysian public university stated that there are significant and positive relationship between PEOU and PU (Yusof et. al 2009).

Perceived Usefulness (PU)

Mahomed et al. (2015) makes a conclusion that perceived usefulness portrays a relationship which is significantly positive with email usage found among the Malaysian university students. This implies that the rate of actual email usage increases when a worker perceives the usefulness of email more highly.

The study done by Rakhi and Mala (2014) among graduates from different parts of India, suggest that the influence of innovativeness on behavioural intention for usage is higher on users as compared to non-users on mobile payment service.

Kucukusta et al. (2015) proved that in a study among online users in Hong Kong, perceived usefulness explained about 53.57 per cent of the four attributes in using the Internet to book online tourism products. Yusoff et al. (2009) provided evidence that perceived usefulness showed a significant relationship with the actual usage of the e-library while perceived ease of use showed significant relationship with perceived usefulness but non-significant with the actual usage of the e-library for perceived usefulness, it showed a significant relationship with the actual usage of the e-library. A more recent study done by Mahomed et al. (2017) found that PU has significant relation with email usage among Malaysian universities staff.

Perceived Ease of Use (PEOU)

The supporting evidence found confirms the importance PEOU plays as a determinant towards the use of email usage at Malaysian universities. When it comes the use of email, PEOU is a majot factor as the more the user feels that emails are more convenient to use, the more incline they are to adopt it. Similiarly the easier it is perceived to be, the more useful it is thought to be by staff (Mahomed, et al. 2017)

Study conducted by Ramayah and Ignatius (2005) among staff of a public institution of higher learning proposed that the use of PEOU in which the shopper is satisfied with the online shopping experience are imperative in predicting the potential e-shopper's intent. Therefore, perceive ease of use (PEOU) are found to have positive influence on shopping online intention. The study also suggested the significant and positive relationship between PEOU and PU. PU was also found to be positively related to actual usage of the e-library. It implies that if students feel that a system is useful, their usage level will be higher. . A more recent study done by Mahomed et al. (2017) found that PEOU has significant relation with email usage among Malaysian universities staff.

H3a: Perceived ease of use (PEOU) has a significant positive relationship with perceived usefulness (PU) on email usage in Malaysian universities.
H3b: There is a significant positive relationship between perceived usefulness (PU) on email usage (U) in Malaysian private universities.
H3c: There is a significant positive relationship between Perceive ease of use (PEOU) on email usage (U) in Malaysian universities.

Denison Organisational Model

Denison theory were derived from Denison and Mishra (1995) on anlyzing the organzational culture traits in four dimensions which included Involvement, Consistency, Adaptability and Mission. Denison theory is analysed by internal and external focus, which is Involvement and Consistency determine the level of Internal Focus, while Adaptability and Mission determine the level of External Focus. Mission and Consistency determine the level of Stability, while Involvement and Adaptability determine the level of Flexibility.

Zakari et al. (2013) showed that Mission was the strongest traits that influence performance among workers in nine banks from Ghana. Denison, et al. (2015) analysed that there was no significant difference in the three regions studied whether it be in regards to any of the four traits related to organisational culture observed in the study. A 0.08 Mean difference and lower was recorded in regards to the mission, involvement, consistency adaptability traits found in all of the regions studied.

The study done among SMEs' owner-managers in two industrial parks in Johor showed that, Mission, Consistency and Involvement of organisational culture have significant relationship with product innovativeness, where else adaptability was found to be insignificantly correlated with product innovation. (Abdullah et al. 2014)

Involvement- Capability Development (ICD)
Denison and Mishra (1995) stated that high levels of involvement create a sense of ownership and responsibility. It grows to a level of commitment and organisation. Organisational members who were shown to be committed to work had a sense of strong ownership, explain that they feel they can make a significant contribution to the workplace through decisions that have a major impact towards work and directly connected to the organisational goals (Danison, et al. 2006). Explained as before, we see that U.S stores have lower involvement indices at a significant margin compared to South African, Canadian, Jamaican and Australian stores. Japanese stores too show a lower rate of involvement indices when compared to that of Canadian, Jamaican and Australian stores. Where else Brazilian stores were the only ones that had a significant difference in Australian scores (Denison, et al. 2015)

H1a: There is a significant positive relationship between Involvement- Capability Development (ICD) and perceived usefulness (PU) on email usage in Malaysian private universities.
H2a: There is a significant positive relationship between Involvement- Capability Development (ICD) and perceived ease of use (PEOU) on email usage in Malaysian private universities.

Consistency-Agreement (CA)
Consistency has a close relationship with adaptation. Therefore, the positive influence of consistency provides integration and coordination, and the negative influence of consistency are referring to high resistant to change and adaptation (Denison and Mishra, 1995). A study base on 230 organisations, from Europe, North America and Asia, discovered that Asian companies exhibited lower rates compared to EMEA companies when it came to traits that were related to involvement and consistency (Denison, et al. 2015).

H1b: There is a significant negative relationship between Consistency-Agreement (CA) and perceived usefulness (PU) on email usage in Malaysian private universities.
H2b: There is a significant negative relationship between Consistency-Agreement (CA) and perceived ease of use (PEOU) on email usage in Malaysian private universities.

Adaptability-Organisational Learning (AOL)
Adaptability in organisation can be explained by translation the organisation environment demand into action (Denison et al. 2006).

H1c: There is a significant positive relationship between Adaptability-Organisational Learning (AOL) and perceived usefulness (PU) on email usage in Malaysian private universities.
H2c: There is a significant positive relationship between Adaptability-Organisational Learning (AOL) and perceived ease of use (PEOU) on email usage in Malaysian private universities.

Mission- Goals & Objectives (MGO)
It can be examined that mission presents a set of goals that reach far beyond the short-term planning of most corporations. Particularly in successful corporations whose age is measured in decades rather than years, a shared sense of the broad long-term goals of the firm is implicit and helps to structure behavior. (Denison and Mishra, 1995) Studies done by Denison, et al. (2015) among supermarkets found in Canada, Australia, Brazil, U.S, Japan, Jamaica and South Africa, shows that among a total of 218 stores the ones in Japan had lower ratings on a significant level in regards to mission compared to all countries except the U.S. The results also showed that the stores in Canada, and South Africa showed no major difference with any countries except Japan. The once in Jamaica, Australia and Brazil had higher ratings at a significant level in regards to mission that that of stores found in the U.S. and Japan.
H1d: There is a significant positive relationship between Mission-Goals & Objectives (MGO) and perceived usefulness (PU) on email usage in Malaysian private universities.
H2d: There is a significant negative relationship between Mission-Goals & Objectives (MGO) and perceived ease of use (PEOU) on email usage in Malaysian private universities.

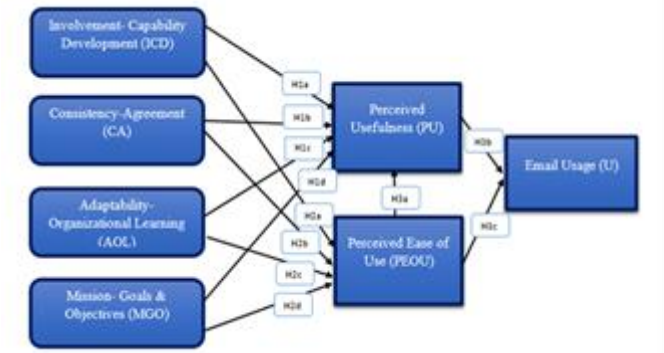


Figure 1: Research Model

Source: Reproduce from Denison and Mishra (1995) and Davis (1989)

2. Method of Research

This research was conducted in two Malaysian private universities, i.e. Multimedia University (MMU) and University Tunku Abdul Rahman (UTAR) during period of 6th March to 14th March, 2017. A total of 128 samples with valid answers were collected through questionnaire among the academic staffs in Malaysian private universities. Preliminary analysis was conducted using SPSS to examine missing values, errors, internal consistency and common factor variance among the variables as suggested by Hair et al. (2010). No missing value or major error was detected. In addition, Cronbach's alpha for seven constructs/ dimensions involved ranged from 0.717 to 0.906, which are all greater than 0.7 suggesting adequate construct reliability. For common factor variance, the first single factor explained 45.5% of variance, which is less than 50% (Podsakoff et al 2003), indicating there is no common method bias in the data. To analyse and assess the hypotheses proposed, study employed variance-based partial least square method using SmartPLS 2.0 software. The software was utilised to test the measurement model validity and reliability, before the structural model can be analysed. For convergent validity, study refer to average variance explained (AVE) and composite reliability (CR). Following Hair et al. (2014) guidelines, factor loading must be greater than 0.6, AVE value must be greater than 0.5 and CR values must be greater than 0.7 to show adequate convergent validity of measurement model. As for the discriminant validity, Hair et al. (2010) suggested that the AVE value of a construct must be larger than its squared multiple correlation with other constructs. Next, to assess the structural model (hypotheses), bootstrapping method with resample of 5000 will be used to estimate the R^2 value, regression weight (BETA), and t value.

3. Analysis and Results

For respondents' profile, results show that majority of private universities' academic staffs are female, accounted for 60.9% of total respondents. In terms of race, majority of them are Chinese and Malay accounted for 47.7% and 44.5% of total respondents. For respondents' religion, majority of them are Muslim, accounted for 44.5% while Buddhist accounted for 38.3% of total respond-

ents. Results revealed that big majority of academic staffs in private universities are young workforce. About 70% of total respondents are 35 years old and below. Lastly, for education level study discovered that majority of them hold Master degree (59.4%), followed by Bachelor degree (25%) and PhD (15.6%).

In measurement model initial assessment, two items were dropped, i.e. PEOU2 and PU3 due to low factor loading at 0.1117 and 0.0141. Following, the statistics for convergent validity and reliability are presented in Table 1 Based on table, remaining items showed loading more than 0.6, and constructs showed CR value greater than 0.7, indicating that measurement model has satisfactory reliability. As for the AVE values, noticed that all values greater than 0.5, ranging from 0.716 to 0.837, showing that the measurement model exhibited very good convergent validity.

As for the measurement model's discriminant validity, results in Table 2 showed that for all constructs, their individual AVE value is greater than their corresponding squared multiple correlation with other constructs. This mean that all constructs were able to explain the variances in their own items more than items from other constructs. Therefore, it is safe to claim that this measurement model has adequate discriminant validity.

Figure 2 depicts the structural model with t value generated to test out the hypotheses postulated earlier in this paper and the numerical results are as shown in Table 3. Firstly, R^2 values revealed that with this structural model, it was able to explain 76.1% of changes in email usage among the academic staffs in private universities. Further, Denison's organisational culture model with four factors was able to explain 56.9% of changes in PEOU and 63.8% of variation in PU. Now looking into the path coefficient (BETA), notice that consistent agreement (CA) has negative impact on PU and PEOU both with value of -0.19 and -0.15. This finding suggests that when CA level of academic staffs in private universities increase, the PU and PEOU level of the staffs tend to decrease. Next, ICD, AOL and MGO were found to positively impact on PU and PEOU. In other words, when the level of ICD, AOL or MGO among the academic staffs increase, the level of PU and PEOU will likely to increase together. The study also discovers that PEOU shows positive BETA value of 0.231 towards PU and 0.316 towards U, indicating that as level of PEOU increase, the level of PU and U will most likely increase as well. Lastly, the PU shows BETA value of 0.622 towards U, implying that as PU's level increase, there will be more email usage among the private universities' academic staffs.

Table 1: Statistics for convergent validity and reliability

Construct	Items	Loading	AVE	CR
Consistency-Agreement	A1	0.873	0.741	0.920
	A2	0.843		
	A3	0.881		
	A4	0.846		
Emails Usage	U1	0.821	0.751	0.938
	U2	0.874		
	AU_1	0.900		
	AU_2	0.861		
	AU_3	0.874		
Involvement-Capability Development	CD1	0.871	0.751	0.923
	CD2	0.868		
	CD3	0.883		
	CD4	0.844		
Mission-Goals & Objectives	GO1	0.841	0.716	0.910
	GO2	0.866		
	GO3	0.825		
	GO4	0.853		
Adaptability-Organisational Learning	OL1	0.886	0.759	0.927
	OL2	0.871		
	OL3	0.855		
	OL4	0.874		
Perceived Ease of Use	PEOU1	0.885	0.735	0.917
	PEOU3	0.845		
	PEOU4	0.814		
	PEOU5	0.883		
Perceived Usefulness	PU1	0.935	0.837	0.954
	PU2	0.929		
	PU4	0.902		
	PU5	0.893		

Table 2: Statistics for discriminant validity

	CA	ICD	MGO	AOL	PEOU	PU	U
CA	**0.741**						
ICD	0.054	**0.751**					
MGO	0.054	0.522	**0.716**				
AOL	0.059	0.405	0.435	**0.759**			
PEOU	0.140	0.397	0.434	0.419	**0.735**		
PU	0.147	0.456	0.467	0.435	0.478	**0.837**	
U	0.280	0.329	0.366	0.379	0.560	0.707	**0.751**

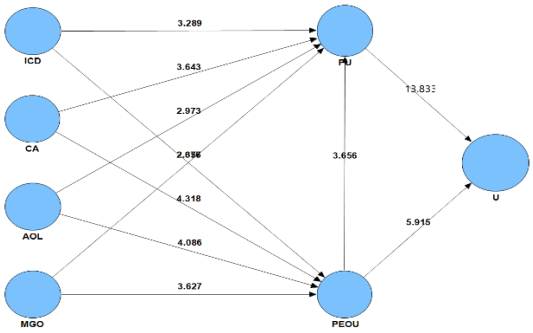


Figure 2: Structural model for private universities' academic staffs

Table 3: Structural model hypotheses testing

Code	Path	BETA	S.E.	T value	R^2
H1b	CA -> PEOU	-0.190	0.045	4.318*	56.9%
H2b	CA -> PU	-0.150	0.041	3.643*	63.8%
H1a	ICD -> PEOU	0.196	0.085	2.356*	
H2a	ICD -> PU	0.215	0.066	3.289*	
H1d	MGO -> PEOU	0.285	0.077	3.627*	
H2d	MGO -> PU	0.210	0.078	2.677*	
H1c	AOL -> PEOU	0.289	0.071	4.086*	
H2c	AOL -> PU	0.199	0.066	2.973*	
H3a	PEOU -> PU	0.231	0.064	3.656*	
H3c	PEOU -> U	0.316	0.054	5.915*	
H3b	PU -> U	0.622	0.045	13.833*	76.1%
* Significance level of 0.05					

4. Discussion

This paper examines the influence of Denison's organisational culture on use of email among academician in Malaysian private universities by incorporating technology acceptance model. Measurement dimensions involved are Involvement-Capability Development (ICD), Consistency-Agreement (CA), Adaptability-Organisational Learning (AOL), Mission-Goals & Objectives (MGO), Perceived Ease of Use (PEOU), Perceived Usefulness (PU) and email Usage (U). In private universities, it was found that more capacity development (higher level of ICD) for the staffs will lead to better perceived ease of use (PEOU) and perceived usefulness (PU) of email technology, hence resulting in higher email usage (U) among the academic staffs. On the other hands, private university with increasing level of Consistency-Agreement (CA) will likely to experience decreasing perceived ease of use (PEOU) and perceived usefulness (PU), thus lead to lower email usage (U) among the academic staffs. Then, study found similar pattern of Adaptability-Organisational Learning (AOL) and Mission-Goals & Objectives (MGO). With higher level of AOL and MGO in private universities, the academic staffs are prone to have better PEOU and PU on email technology, which then will lead to higher email usage. Akin to many researches, increase in PEOU was found to increase PU and email usage (U); while increase in PU will increase email usage (U) as well.

5. Conclusion

This research offers noteworthy contributions in bridging the knowledge gap that exists in the literature and practical contributions for the development of ICT in Malaysian higher education institutions. For theoretical contributions, this research used an integrated model of culture and technology acceptance model to analyse email usage in Malaysian private universities. For the research, a scale of measurement was used based upon the concepts that are found in values as well as practices in regards to organisational culture developed by Denison and Mishra (1995) model. Technology Acceptance Model (TAM) developed by Davis (1989) was used as part of the perspective theory on technology adoption. The study found that all constructs of organisational culture were having significant in the relationship to the perceived ease of use (PEOU) and perceived usefulness (PU) on email usage among academician in Malaysian private universities. This means that the usage of email among academician in Malaysian private universities depend on both the user's perception of email usefulness and the perception of ease of use.

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