

**-RESEARCH ARTICLE-**

**THE IMPACT OF INFORMATION QUALITY AND INFORMATION TECHNOLOGY ON THE BUSINESS MANAGEMENT IN THAILAND: MODERATING ROLE OF ORGANIZATIONAL SUPPORT**

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## **—Abstract—**

Effective company management would propel the organisation forward and warrant researchers' and policymakers' attention. Thus, the current research studies the impact of information quality and information technology (IT) on the management of manufacturing firms in Thailand. Additionally, this study will examine the moderating effect of organisational support on the nexus of information quality, information technology, and business management in manufacturing businesses in Thailand. The researchers used primary data collection methods and questionnaires to obtain primary data, whereas smart-PLS was used to examine the validity and correlations between components. The findings indicate that information quality and information technology correlate with the management of industrial businesses in Thailand. Additionally, the results suggested that organisational support has a substantial moderating effect on the nexus of information quality, information technology, and business management in Thai manufacturing firms.

**Keywords:** Information quality, information technology (IT), business management, manufacturing organizations.

## **1. INTRODUCTION**

Management is an art, so it is highly regarded in the literature. Any business's success or failure is highly dependent on its management. A good management team can revitalise a dying industry, while a poor management team can result in the closure of an established business. A successful company management strategy is contingent upon various aspects, including information sharing, information quality, a channel for information exchange, and IT infrastructure. Numerous studies have been conducted on the importance of information exchange and technology for corporate success ([Aydin & Tüzün, 2019](#); [Busert & Fay, 2021](#); [Cho & Kang, 2019](#)). The globe has become a global village, and information technology is critical for any organisation in this period, whether it is a manufacturer or a service provider. Firms worldwide utilise internal and external data to communicate within and beyond the firm. The success of a business is highly dependent on the way information is screened and shared. Apart from information, the channel through which all information is conveyed is critical. Frequently, it appears that the quantity and accuracy of information are of a high standard, but the information floating channel is deficient. As a result, their treks are parallel. Businesses must invest in IT infrastructure to ensure that the appropriate information gets through the right channel within the specified timetable and demand.

### **1.1 Importance of Information Technology in Business Management**

The relevance of information technology and information exchange increases in manufacturing firms, as competitiveness among manufacturing firms, is rising globally ([Busert & Fay, 2021](#); [Edmondson, Matthews, & Ward, 2019](#)), which is also true for

Thailand's manufacturing industry. Manufacturing enterprises rely largely on information gathered from external sources to comprehend market dynamics and respond appropriately. Numerous conflicts arise due to bugs in the manufacturing firm's information and sharing route. The ultimate goal of an information flow channel is to deliver the appropriate information to a reasonable person at the proper time. Collecting, transmitting, and presenting obtained data in a format that management can use is a critical step that most firms ignore. Most businesses routinely receive competitive intelligence to aid in planning and to strategize. This type of data enables firms to narrow their focus and make more informed decisions regarding their operations and activities.

## **1.2 Thailand's Manufacturing Sector**

Thailand's manufacturing industry contributed 3.96 trillion (Thai baht) to the country's GDP in 2016, increasing to 4.18 trillion in 2017. The same upward trend was observed in 2018 when 4.37 trillion was recorded. In 2019, a downward trend was observed, with the excess contribution to GDP falling to 4.33 trillion. A similar trend was continued in 2020 when the figure reached 3.96 trillion. This downward tendency compels us to analyse this particular sector of Thailand's economy. On the other side, Thailand has seen 2633 new manufacturing enterprises enter the market. Although Thailand is not a manufacturing country, the interest of such investors in this industry is another incentive to examine it. Although information quality and information technology are critical components of corporate management, they appear to have fallen short of the optimal level. There are a variety of reasons for this, including the fact that corporate information is sometimes shared with grass-roots employees, resulting in communication gaps and discrepancies, the delivery of the correct information to the wrong person and vice versa, delays in information receipt and delivery, and a lack of investment in information technology (might because of low funds etc.) Additionally, this is one of the reasons for low-quality information flow. The ultimate research question is the required level of information quality and information technology for organisation support in Thailand's manufacturing enterprises. The research gaps addressed by this study are as follows: 1) [Azemi, Zaidi, and Hussin \(2018\)](#) examined the relationship between information and decision making, whereas the current study will examine the relationship between information and business management; 2) in the past, the moderation relationship between information and business management has not been tested, particularly in Thailand; and 3) Thailand manufacturing firms studies with business management are scarce, particularly concerning moderation effect. 4) [Lindh and Nordman \(2017\)](#) examined the mediation effect of information technology, whereas the current study will examine the moderation effect.

The study's objectives are to 1) determine the impact of information quality on business management in Thailand's manufacturing firms, 2) determine the impact of information technology on business management in Thailand's manufacturing firms, and 3) determine the moderating effect of organisational support on the relationship between

information technology, information quality, and business management in Thailand's manufacturing firms.

## **2. LITERATURE REVIEW**

The literature regarding the understudy constructs and their relationships are mentioned below under subsections.

### **2.1 Information Quality And Business Management**

The global business climate is fraught with uncertainty, altering business landscapes and competition. As a result, many manufacturers and other organisations study the supply chain process to improve Thailand's business management efficiency. To optimise the supply chain process, it is necessary to have high-quality data that promotes good business growth and removes numerous disparities. Positive integration of information quality into manufacturing enterprises' business management improves performance and competency. [Busert and Fay \(2021\)](#) examined the quality of information and its effect on the business's control decisions. Numerous studies have been conducted to determine the impact of information management on corporate management. The study demonstrates the beneficial effect of high-quality information on companies via positive information flows. [Kullada and Kurniadje \(2021\)](#) investigated the digitization of information quality and its impact on the corporate client experience. Using numerous statistical ways and methodologies, effective sources business management could perform better. The study adds data and digital qualities of information quality to help businesses manage their operations more effectively. [Vinaja \(2018\)](#) evaluated the information quality of an effective business intelligence system and resource planning.

Numerous approaches have been employed to assess various aspects of information quality. The study demonstrates the beneficial effect of information systems on the company and firm management. [Ghasemaghaei and Hassanein \(2019\)](#) discussed information quality ideas and their implications for the online environment of company management. Certain deficiencies have been addressed by using dynamic models and a trail of variables relating to the quality of information influencing company management. [Mendling, Pentland, and Recker \(2020\)](#) discussed the distinction between process management, digital innovation, and information quality. For this goal, approaches are based on prior research involving certain related factors. The study demonstrates how to implement excellent business management processes and digital innovation through the effective use of high-quality information.

**H1:** Information quality significantly and positively impacts business management.

### **2.2 Information Technology and Business Management**

The information flows to assist the synchronisation and coordination of the supply chain, which connects delivery, manufacturing, procurement, and planning. Additionally, it

greatly helps industrial firms' decision-making processes and behaviours concerning business management. Information technology is a mandatory requirement in Thailand's manufacturing firms that significantly enhances corporate governance. The good support of IT facilitated the supply chain, but it has also resulted in an effective design of the manufacturing process. [Wadhwa and Palvia \(2018\)](#) introduced information technology to improve corporate administration through various online platforms. Productive solutions have been established using multiple statistical procedures and information technology factors. The study demonstrates that beneficial innovation in information technology enhances corporate management. [Toskin and McCarthy \(2021\)](#) examined the factors contributing to decreased employee turnover among information technology professionals. Certain statistical and surveying methodologies aided information technology in making a greater contribution to social, extrinsic, and recreational incentives. The study demonstrates important and relevant insights into the impact of information technology on corporate management through an effective reward system. [Naidoo and Hoque \(2018\)](#) evaluated information technology's strategic help in organisations. This study utilised statistical techniques to examine many employees and businesses.

The study establishes a positive correlation between information technology innovation and business management performance. [Oláh et al. \(2018\)](#) examined the information technology sector's contribution to substantial earnings and revenues. Statistical methods based on participant samples were utilised to demonstrate the favourable integration of information technology into business management to achieve competitive advantages. [Peršič, Markič, and Peršič \(2018\)](#) examined social management standards and the effects of other factors on corporate governance. Information technology has been a dominant factor, as demonstrated by many approaches that illustrate the relationship between quality management and information technology and its beneficial effect on corporate governance.

**H2:** Information technology significantly and positively impacts business management.

### **2.3 Organizational Support as a Moderator**

Due to global changes in the technological environment, information quality is viewed as a critical instrument for numerous manufacturing challenges. This proactive approach to information quality is only possible with the organisation's assistance. The moderating effect of organisational support is generally supported by a large body of literature devoted to improving business management ([Jermitsiparsert et al., 2021; Jermitsiparsert, Suan, & Kaliappen, 2019](#)). Thailand's manufacturing enterprises established IT as a critical instrument for company management through the visibility and performance of information quality. The relationship between perceived job performance and organisational social support was stressed by [Aydin and Tüzün \(2019\)](#). Numerous hospitals and organisations have been analysed using structural equations for

this purpose. The study demonstrates that organisational support plays a significant and positive role in information quality and business management.

[Naseer et al. \(2018\)](#) investigated the beneficial effects of a positive work environment and other characteristics on company management and organisations. Numerous organising factors have been used to organise the various hypotheses. The study demonstrates how organisational support has a moderating effect on employee satisfaction, information quality, and company management. [Cho and Kang \(2019\)](#) examined the importance of information quality and competition in reducing business and management efficiency. Using a variety of approaches and the Korean economy's stock exchange as a case study, the study demonstrated a favourable role for information and accounting quality, which might help boost business management's prominence. [Ajibade and Mutula \(2019\)](#) examined various aspects that contribute significantly to company management intelligence. Simplified models that emphasise the importance of information quality and business management have been employed. This study demonstrates the beneficial effect of information quality on business management by encouraging effective business records. [Hong, Jeong, and Downward \(2019\)](#) examined the importance of perceived organisational support in motivating information and business management quality. By utilising a variety of referees, structural equation modelling was applied in this study. The study demonstrates the beneficial and moderating influence of organisational support on information and business management quality.

**H3:** Organizational support significantly moderates the relationship between information quality and business management.

Due to the breadth of its capabilities, information technology plays a significant role in many parts of the world. Information technology makes it more practical to provide businesses and manufacturing concerns with real-time data throughout the supply chain. This enables constructive communication with sellers and buyers at any time and place, which has a greater impact on business management. Extensive facilitation of information technology with the organization's assistance improves various aspects of business management. [Mathafena and Grobler \(2021\)](#) analyzed the determinants and consequences of organisational support on South African organisations. Numerous methodologies and cross-sectional methods were employed to accomplish this goal, emphasising organisational and management behaviours. The study demonstrates the critical role of qualified leaders in advancing corporate governance and information technology. [Kröll, Nüesch, and Foege \(2021\)](#) evaluated the adaptability of organizationally supported labour behaviours. To this end, many tests are conducted to determine the organisational attractiveness of German organisations.

The study demonstrates that organisational support's flexible work practises having a substantial impact on both technology and business practises. [Willis, Koper, and Lum \(2020\)](#) examined the effect of information technology on organisational and policy

changes. Numerous structural and theoretical models have been employed, with information technology considerations serving as important variables. The study demonstrates a strong link between information technology and corporate management and the traditional divide between management and street cops. [Nair and Blomquist \(2019\)](#) examined the process of incubating company processes and avoiding managerial failures. Dynamic process models with many variables have been used to build an understanding of these incubators. The study demonstrates that incubating business processes via information technology and organisational support contributes to improving business management. [Edmondson et al. \(2019\)](#) investigated the emotional weariness of organisational support, which contributes to eliminating business management service sabotage. The non-management scales and organisational support are examined using various models and theoretical methods. According to the study, organisational support positively influences the link between information technology and business management.

**H4:** Organizational support significantly moderates the relationship between information technology and business management.

### **3. RESEARCH METHODS**

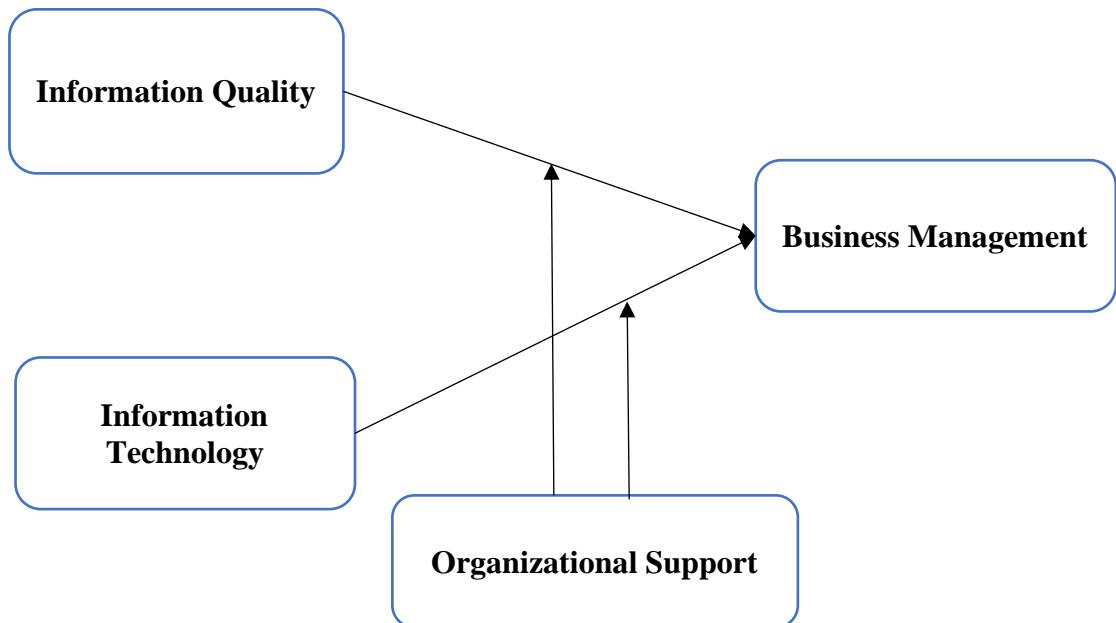
The researchers explore the influence of information quality and information technology on business management and the moderating effect of organisational support at the nexus of information quality, information technology, and business management in Thai manufacturing businesses. The researchers employed primary data collection methods and questionnaires to do this. The respondents for this survey were drawn from the IT department. The researchers selected these respondents using basic random sampling. The questionnaires were distributed to respondents through a personal visit. Thus, 545 surveys were given to them, but only 290 were returned after three weeks, representing a response rate of around 53.21 percent.

The researchers used the smart-PLS to determine the validity of the constructs and their interactions. Despite the study's sophisticated model and big data set, Smart-PLS produced substantial findings ([Hair et al., 2017](#)). Additionally, the researchers used two predictors: information quality (IQ), which consisted of five items derived from an [Omar et al. \(2010\)](#) study, and information technology (IT), which consisted of nine items borrowed from an [Omar et al. \(2010\)](#) analysis. Additionally, the researchers used eight items of organisational support (OS) as a moderating variable and ten business management (BM) items as a predicting variable. The framework is depicted in [Figure 1](#).

### **4. FINDINGS**

The results section shows the factor loadings that demonstrate the validity of the items. The figures showed that the loadings are not less than 0.50 and exposed a high

correlation between items. **Table 1** is given as under highlighted the statistics of factor loadings.



**Figure 1.** Theoretical Framework

Additionally, the results section displays the convergent, which indicates the correlation between elements. The statistics showed that the AVE should not be less than 0.50, the Alpha should be greater than 0.70, and the composite reliability (CR) should not be less than 0.70. These correlation coefficients indicated a high congruence between items and valid convergent validity. The figures of convergent validity are noted in **Table 2**.

Additionally, the findings section includes a discriminant function that illustrates the association between variables. The researchers employed cutting-edge techniques, such as the Heterotrait Monotrait (HTMT) ratio. The results indicated that the HTMT ratios should not exceed 0.90. These numbers showed little connection between variables, and thus, discriminant validity was valid. The figures of discriminant validity are emphasised in **Table 3** below.

The path analysis revealed that information quality and information technology have a favourable relationship with business management in manufacturing businesses in Thailand, implying that H1 and H2 are true. Additionally, the results reveal that organisational support strongly moderates the relationship between information quality, information technology, and business management in manufacturing firms in Thailand, implying that H3 and H4 are true. The figures for path analysis are noted in **Table 4** below.

**Table 1. Factor-Loadings**

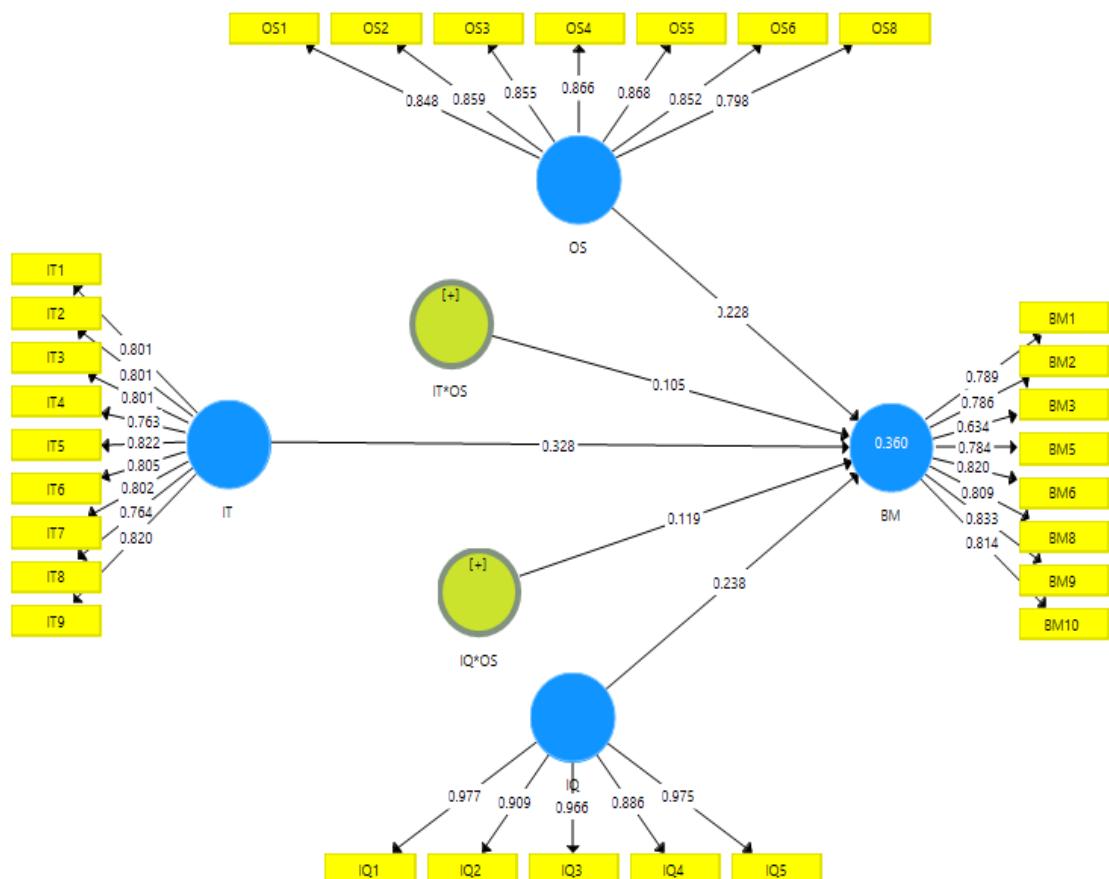
<b>Variables</b>	<b>Items</b>	<b>BM</b>	<b>IQ</b>	<b>IT</b>	<b>OS</b>
Business Management	BM1	0.789			
	BM10	0.814			
	BM2	0.786			
	BM3	0.634			
	BM5	0.784			
	BM6	0.82			
	BM8	0.809			
	BM9	0.833			
Information Quality	IQ1		0.977		
	IQ2		0.909		
	IQ3		0.966		
	IQ4		0.886		
	IQ5		0.975		
Information Technology	IT1			0.801	
	IT2			0.801	
	IT3			0.801	
	IT4			0.763	
	IT5			0.822	
	IT6			0.805	
	IT7			0.802	
	IT8			0.764	
	IT9			0.82	
Organizational Support	OS1				0.848
	OS2				0.859
	OS3				0.855
	OS4				0.866
	OS5				0.868
	OS6				0.852
	OS8				0.798

**Table 2. Convergent Validity**

Variables	Alpha	CR	AVE
BM	0.911	0.928	0.617
IQ	0.969	0.976	0.89
IT	0.929	0.94	0.637
OS	0.936	0.948	0.722

**Table 3. Discriminant Validity**

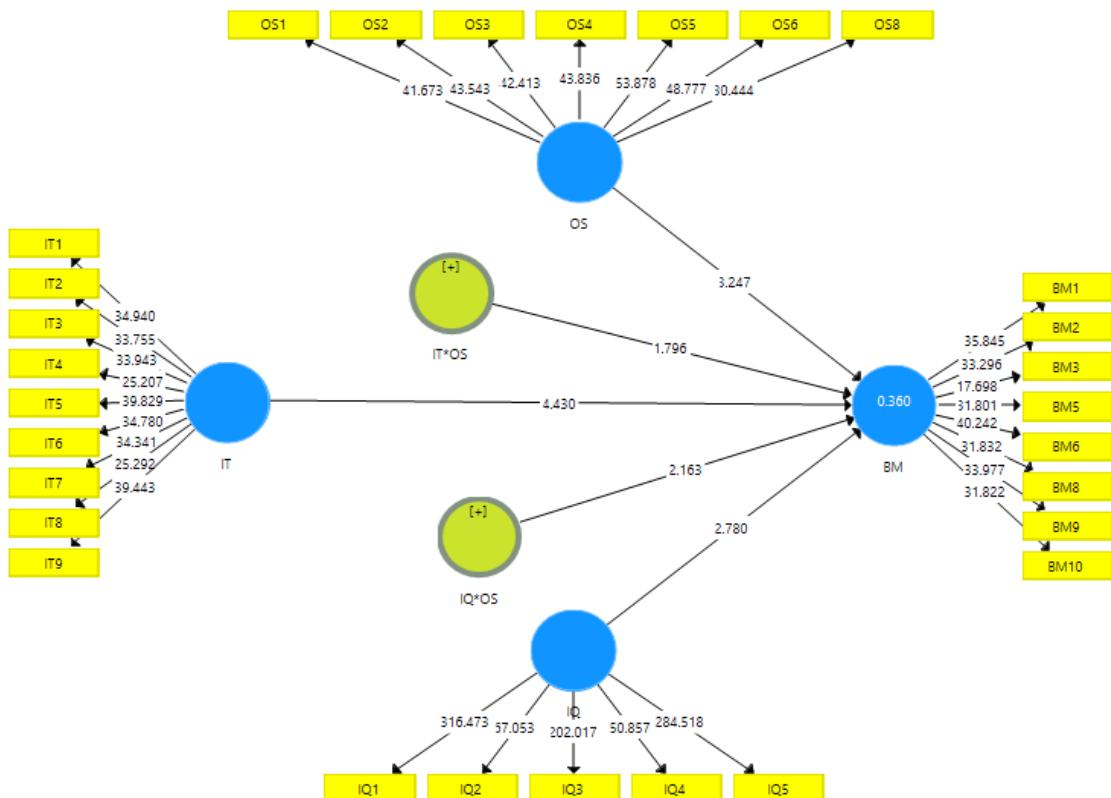
	BM	IQ	IT	OS
BM				
IQ	0.475			
IT	0.517	0.501		
OS	0.453	0.449	0.472	



**Figure 2. Measurement Model Assessment**

**Table 4. Path Analysis**

Relationships	Beta	S.D.	T Statistics	P Values	L.L.	U.L.
IQ -> BM	0.238	0.085	2.780	0.003	0.078	0.368
IQ*OS -> BM	0.119	0.055	2.163	0.016	0.018	0.193
IT -> BM	0.328	0.074	4.430	0.000	0.212	0.452
IT*OS -> BM	0.105	0.058	1.796	0.038	0.012	0.218
OS -> BM	0.228	0.070	3.247	0.001	0.113	0.352



**Figure 3. Structural Model Assessment**

## 5. DISCUSSIONS

According to the study's findings, information quality has a beneficial effect on corporate management. These findings corroborate a recent study by Zadeh et al. (2017), which shows that managers can make the correct decision at the right time when they obtain relevant and trustworthy information at the appropriate time. This way, they can efficiently manage all organisational departments, which is beneficial for the business's growth. These findings are also corroborated by Chen and Chang (2018) prior study, which examined the value of high-quality information in a company organisation. This

study demonstrates that managers benefit from having access to high-quality information regarding changes in market trends and consumer preferences. With this knowledge, managers can take proactive measures to adjust their policies, plans, and tactics in response to market developments and changing client preferences to retain demand for their products and services.

Additionally, the study's findings reveal a good correlation between information technology and company management. These findings corroborate [López-Muñoz and Escrivá-Esteve \(2017\)](#) Esteve's earlier work, which defined information technology as the collection of techniques, skills, and processes for obtaining information. According to this study, if information technology is used effectively, business managers can get accurate information about a subject and take proactive efforts toward achieving corporate performance. These findings are corroborated by a study conducted by [Sofyani, Riyadh, and Fahlevi \(2020\)](#), which found that effective information technology can provide sufficient information about the strategies employed by rival entities; business managers can use this information to improve their strategy, allowing them to manage all aspects of the business better. Additionally, the study's findings indicate that organisational support moderates information technology and business management. These findings corroborate [Litwin and Tanius \(2021\)](#), which concluded that organisational support inspires employees to seek out and share the correct information at the right time, and organisational support enables managers to complete certain duties on time.

Additionally, the study's findings indicate that organisational backing acts as a moderator between information technology and business management. These findings corroborate the literary work of [Abdulrab et al. \(2018\)](#), which demonstrates that providing both emotional and economic support to employees helps maintain the effectiveness of information technology and business management, thus improving the influence of information technology on the effectiveness of business management. These findings are corroborated by [Buhari, Yong, and Lee \(2020\)](#) study, demonstrating that organisational support improves information technology and business administration, hence increasing the contribution of information technology to company management.

## **6. IMPLICATIONS**

The current study significantly contributes to the body of knowledge on business administration. This study examines the influence of two critical aspects in corporate organisations: information quality and information technology. It evaluates the impact of information quality and technology on business management. Typically, the literature discusses the influence of information factors on business management, or the studies analyse the function of information quality and information technology in business administration individually. However, the authors address information concerning the specification of quality and technology in a single study, demonstrating the study's

theoretical significance. The analysis is critical for emerging economies since it guides how to boost corporate management effectiveness. This study shows that effective business management is possible when information and information technology are high quality.

## **7. CONCLUSION AND LIMITATIONS**

The current study sought to determine the effects of information quality and information technology on business management, the impact of organisational support on information quality, information technology, and business management, and the mutual relationship between information quality and information technology and business management. The study analysed the effects of information quality and information technology on business management and the effects of organisational support on information quality, information technology, and business management in the Thai economy and gathered pertinent data to aid in the study's conclusion. According to these findings, if the quality of information is enough, it can assist in decision-making and policy implementation. Thus, higher-quality data enables corporate management to operate more efficiently. The findings indicated that when information technology is of high quality and is well managed, business management can have a greater awareness or understanding of many issues and critical components of business performance and hence function more efficiently. Additionally, the study indicated that organisational support for employees contributes to the efficacy of business management by enhancing the quality of information and information technology.

Despite its theoretical and empirical significance, this study has some drawbacks. The authors can remove these restrictions in the future with some additional work. This study evaluates the impact of only two types of information elements on company management performance: information quality and information technology. Other aspects can affect business management performance, such as funds, human resources, and organisational climate. However, the study completely ignores all of these key factors, limiting the study's scope. It is advised that the writers explore a broader range of elements that could affect the success of business management in the future. The quantitative data used to demonstrate the principles in this study came from a single source. The use of a single source for data acquisition has limited data validity. Authors wishing to examine the effects of organisational support on information quality, information technology, and business management must collect data from multiple sources to ensure validity.

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