ABSTRACT

This research study addresses the prevalent issue of information systems (IS) failure, which has persisted for several decades without significant improvement. The existing Theory of Reasoned Action-based explanations has reached its limitations in addressing this problem. To propose a novel solution, this study draws upon the Sensemaking perspective and entrepreneurial leadership theories. A conceptual model was developed based on propositions within the concept indicator framework, which is then tested through a single case study.

Epistemologically subscribing to the ontological standpoint of multiple realities and employing an interpretive approach, data collection is conducted through an interview guide designed to align with the constructs of the conceptual model. Sensemaking methodology guided the data collection process. The collected data were thematically analyzed using electronic mind maps, leading to the discovery of key findings.

The resulting emergent model elucidates that the Sensemaking of managerial leaders comprises instilling confidence in IS users, which is influenced by managerial leader envisioning and identifying and leveraging their capabilities to initiate and continuously develop the project. Meanwhile, IS users experience confusion arising from four influences—managerial leadership, the vendor, prior system experience, and self-belief— which may impact their acceptance of the introduced IS or otherwise. Within this ambiguity, the sensegiving by managerial leaders significantly influences the acceptance of IS by follower IS users, necessitating adjustments to sensegiving based on their level of acceptance. Managerial leaders were found to sense the level of acceptance among the follower IS users and adjust their sensegiving attempts, on an ongoing basis constructing IS success at the collective level.

This research addresses several recommendations provided in the literature. Introduced sensemaking perspective as a feasible measurement to explain IS success, and included entrepreneurial leadership also as a contributing theory. The important shift of considerations is establishing the ongoing nature of IS success. The model developed by this will influence the management to use new means for managing IS success.