Chapter III

Data Analysis and Results

Introduction

In an attempt to underline the importance of critical success factors in public and private sector organizations, a survey of randomly selected chief information officers was conducted. The survey population was generated from the Leadership Library database, which includes Yellow Books for corporate and government officials. Approximately 285 chief information officers were selected by random number generation to be included in the data set. Of the 285 individuals, 96 chief information officers responded (a response rate of 33.7%). The resulting data set was analyzed with respect to the perceived influence and actual organizational performance on the 14 critical success factors. Given the relatively small $n$ of the sample, the data offered in this section are exploratory in nature and are not considered to be representative of the population of public and private sector chief information officers. However, it does offer background information and a snapshot of how CIOs perceive the various critical success factors, which can further enhance the points articulated in the expert interviews found in Section II.
The actual survey instrument is offered in Appendix B for review. Prior to conducting the survey of chief information officers, a pretest survey was conducted with 38 public and private sector CIOs. This pretest was conducted to assess the validity and reliability of the instrument, as well as to establish a median response for comparison of influence of critical success factors. Use of rewards was determined to be the median response, and as such, was used as the base of comparison for the remaining 13 critical success factors. In addition to rating importance of critical success factors, the respondents also rated their organizational performance on all 14 success factors.

In terms of the demographics of the survey respondents, 49 of the respondents are from the public sector (51%) while 47 are from the private sector (49%). The median organizational size is 2550 employees, with 87.5 employees in the Information Technology (IT) department. In terms of the public sector respondents, the median organizational size is 1,300 employees, with 30.5 technology employees. Conversely, the median private sector organizational size is 4,750 employees, with 180 IT employees.

In terms of the chief information officers themselves, both the public and private sector respondents are quite similar. The majority of both groups identify themselves as managers within the organization. Chart 1 demonstrates the breakdown of CIO positions within the organization.

*Chart 1. CIO positions by sector*
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