

Impact of Information Characteristics on Information Adoption and Public Sector Organizations Success in the China

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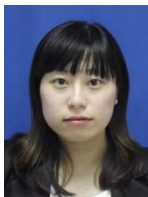
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Abstract

The quality of information is a significant feature for organizational success which policymakers and researchers must emphasize in building up strategies. The present study examines information characteristics such as information quality, information quantity and information credibility on public sector organizations success in China. The study also investigates the mediating role of information adoption among information quality, information quantity, information credibility and public sector organizations success in China. The survey questionnaires were used to gather the primary data from the respondents. The respondents comprised a sample size of 357 employees of Chinese public sector organizations, chosen through random sampling technique. Smart-PLS was used to measure data validity and nexus among constructs. The results revealed that the information quality, information quantity and information credibility have a positive association with public sector organizations success in China. The outcomes also exposed that the information adoption significantly mediates among information quality, information quantity, information credibility and public sector organizations success in China. It is hoped that the findings of this study will help policymakers and strategists to frame policies and guidelines to achieve the organization success by using high quality information.

Keywords

Information Characteristics, Information Quality, Information Quantity, Information Credibility, Public Sector Organizations Success in China.

1. Introduction

The accessibility and right usage of information in modern business environment cannot be overestimated. With the widening of the globalization process and improvement in technology, and over-dependence on economic data, organizations depend predominantly more on relevant, up-to-date and reliable information. During the recent decades, unprecedented economic advancement has drastically affected the internal business environment of China. Moreover, in the contemporary world characterized by the use of digital technologies and the internet, organizations are overwhelmed with information (Volberda *et al.*, 2021). In such context, ability to sort the heuristic information from the noisy or even detrimental data becomes a challenge for decision-making and strategic planning.

This study assumes that characteristics of information such as quality of information, quantity of information, and credibility of information can affect the choice and adoption of information by organizations and, in turn, affect their success. According to Sheng *et al.* (2020), information quality can be defined as the extent of actually and timely information which is available with the organizations. The information thus provided is credible, timely and relevant to the requirements of the organization helping managers arrive at the right decisions. In this case, the effect of poor-quality



information ranges from the formulation of wrong strategies, which use up resources, and miss opportunities. Regarding the Chinese enterprises, the problems of swift changes in the market environment and competition are prevalent, and hence the quality of information may become a source of competition advantage (Friesenbichler; Reinstaller, 2022).

Likewise, information quantity is concerned with the amount of information available for usage by organizations. Having an access to large quantity of information about markets and opportunities enables managers to obtain a different perspective on their business and the surrounding world; though, a too big amount of information could also hinder one to sort valuable data. Zhu *et al.* (2019) argue that in China, where digital economy is establishing itself actively, the amount of available information is rather vast, which opens new opportunities as well as poses threats to businesses. Hence, there is a need to regulate the amount of information which organizations acquire, so that it is easier to assimilate the application of this information and manage the resultant consequences as well.

The authenticity and credibility of information is also a crucial attribute, defined as relevant and accurate information in a given context (Kang; Namkung, 2019). Cappa *et al.* (2021) argue that credible information increases confidence in decision making since it acts as the basis for decision making process. The problem is more crucial since, in the present context, due to social media and internet, the credibility of information is a big challenge for organizations. In China, particularly, where the contexts of regulation and media range different from western countries, assuring credibility of information requires a more consistent effort by organizations. It is therefore required to examine the criteria which the Chinese firms use to judge information credibility and the impact which it has on strategic directions and business performance of these organizations.

Information adoption, according to Brous *et al.* (2020), refers to the extent to which an organization accepts information and incorporates it. In other words, the information usage in an organization can greatly affect the organization's performance, its positioning and planned strategy (Ghasemaghaei, 2020). This study assumes that information that is qualitative, well quantified and credible as well, is likely to be adopted by organizations resulting in great improvements in decision-making processes as well as performance. Hence, information adoption can act as a mediator between information characteristics and organizational success.

In the context of the Chinese market, comprehension of factors that enhance or restrict information adoption is essential for corporations to work in a complex environment and manage constant changes. China is a country which has witnessed a lot of economic transition and development in recent years, which has resulted in advancement of technologies and dissemination of information for business purposes. Since individual and organizational performance are the final consequence of effective information adoption, the capacity to utilize high-quality, credible information can be a key enabler in a fast-changing environment such as China's business market and a big predictor for the success of strategic management and business strategies (Zhang *et al.*, 2019).

Specifically, therefore, this research seeks to determine how the characteristics of information make an impact on organizational success through the use of information adoption which could be of much help in improving the strategic management of Chinese enterprises. To achieve this objective, this research first investigated the relationship between information quality, information quantity, information credibility and information adoption in organizations. Next, it explored how the adoption of information in relation to above-mentioned constructs affects organizational success in China. The propositions for the research entail considering the potential pathways by which these information characteristics influence decision making and organizational performance. By examining the moderating role of information adoption in the relationship between information characteristics and organizational success, it is hoped that this study would have both theoretical and practical implications and provide managers and policy makers in Chinese enterprises to improve their strategic decision making.

The study also addressed a few gaps in the existing literature. Although there are studies that have already established information construct as a critical factor underlying organizational performance, there is scarcity of studies related to the impact of information characteristics on information adoption and subsequently affecting the organizational success in Chinese organizations. Secondly, most prior studies have aimed at western markets and failed to take into consideration the Asian markets, particularly China's market, which is evolving tremendously. However, the significance of information adoption has been acknowledged as a mediator in a few empirical studies, there is a dearth of studies which make a combined investigation of the relationship between information quality, information quantity, and information credibility and organization success, within the context of information adoption in China, a study that should prove useful to both academics and practitioners.

The next sections of this study present relevant literature review, research methodology, and a full empirical analysis of the proposed hypotheses, followed by discussion of results and conclusion.

2. Literature Review

2.1. Information Quality and Organizational Success

Information quality enhances the probability of organizational success because it serves as a necessary and appropriate

context for the decision making. According to **Cho et al.** (2023), timely and accurate information, relevant for an organization, helps the organization to quickly adapt to market changes, make the right decision for the achievement of certain goals and objectives. Thus, for businesses competing in the Chinese market, where they are grappling with increasing technological enhancements and fluctuating market environment, quality information enables managers to more accurately predict the risks and opportunities of a given business environment and enhance resource positioning and business planning. Those possessing accurate and relevant information could better examine business patterns, optimize business flows, and increase customers' satisfaction (**Anshari et al.**, 2019). Besides, **Tambare et al.** (2021) point out that quality information is easily trusted by various stakeholders such as employees, managers or investors, enabling various organizational components to pull a similar string, leading to achievement of company's objectives. Therefore, high-quality information minimizes risk friction, whether it is unique to business decisions or associated with external environment uncertainties. The quality of information raises companies' financial performance, innovation, and competitive advantage (**Wang et al.**, 2021). Thus, the focus on sustaining and leveraging high-quality information is directly linked with the success and enhanced performance of an organization and the achievement of sustainable success in the highly-challenging business environment. Therefore, the first hypothesis of the study was stated thus:

H1: Information quality has a positive impact on organizational success.

2.2. Information Quantity and Organizational Success

The quantity of information contributes to the success of an organization because it establishes a wide range of data that can be used by the management in different decision-making processes. The availability of large volume of information in a world that is characterized by the management of big data means that organizations receive a great amount of information that can be used to understand market trends, customers, and organizational structures (**Cappa et al.**, 2021). This also allows various businesses to derive more insights, detect trends, and make better predictions from large volumes of data. In the constantly evolving landscape of China's business, **Wang and Gao** (2021) argue that there is plenty of information to conduct elaborate market investigation, competitor study, and market planning, which enables organizations to react promptly to the ongoing shifts and turn them to advantage. Risk management is also well supported by the abundant data, as everyone involved gets to know what could go wrong and therefore precautions can be promptly taken. Furthermore, the presence of a vast amount of information promotes creativity as an additional approach and different observations and ideas can turn into some extraordinary products or services (**Dietrich**, 2019). Huge volume of information can improve management's decision making in organizations, fine tuning their functions, processes and outcomes, realizing better performance and success in today's global competition (**Abubakar et al.**, 2019), all amounting to organizational success. Therefore, the second hypothesis of the study can be proposed based on these arguments.

H2: Information quantity has a positive impact on organizational success.

2.3. Information Credibility and Organizational Success

The credibility of information has a positive impact on the performance of an organization as structured decision-making can be done from credible data. Credible information strengthens confidence in the decision-maker, and it allows him or her to undertake sound and tactically proper actions. Hence, the credibility of the information is important to Chinese enterprises to cope with the frequent changes that are characteristic of the Chinese economy as well as changes in regulations (**Lennox; Wu**, 2022). Expected information serves as one of the foundations for the creation of a positive image among the employees, customers, and investors, thus stabilizing the business climate in an enterprise or organization (**Saedi et al.**, 2019). This trust is critical in enabling people to communicate, interact and implement all the formulated strategies well. In addition, **Schippers and Rus** (2021) points that accurate information makes it difficult for individuals to make expensive mistakes and make wrong decisions since they will be working with quality information that established the best strategies to pursue and potential consequences. The major benefits of using reliable data include the improvement of the organizational image, a better relationship with stakeholders, and the sustaining of competition. The third hypothesis was framed to conform to these arguments.

H3: Information credibility has a positive impact on organizational success.

2.4. Mediating Role of Information Adoption

Information adoption is considered to be the link or bridge between information quality and organizational success since it is through this aspect that high-quality information affects organizational performance. According to **Verma et al.** (2023), when organizations obtain good quality information or information that is credible, timely, and relevant, this must be incorporated and used in the organization's processes to the optimum. Thus, in relation to Chinese enterprises, this information adoption process concerns the use of the information in managerial decisions, strategic management, and work processes. The guidelines of effective adoption guarantee that accurate and relevant information is transferred to the appropriate department within the company (**Surbakti et al.**, 2020). It also leads to the adoption of the right decisions,

proper positioning of strategies in the market, and optimization of operations. The lack of implementation of high quality information according to **Kamble and Gunasekaran (2020)**, may imply that even the most applicable data is not used to its potential or at all, it may not improve the organization's success. Thus, the process by which the organization acquires and implements high-quality information that has the potential to enhance organizational performance is equally important when it comes to translating that potential into actual performance and competitive advantage/innovation (**YahiaMarzouk; Jin, 2022**). As an intermediary of this relationship, information adoption guarantees optimization of the value that is received from high quality information, hence the improvement of organizational results. The fourth hypothesis was framed to test these arguments.

H4: Information adoption mediates the relation between information quality and organizational success.

According to **Sun et al. (2020)**, information adoption acts as the variable that links between information quantity and organizational success, as it creates an environment where a large amount of usable data will be available. In cases where an organization has a lot of information at its disposal, the factor that defines the degree of improvement that is going to be observed in the environment is the capacity of an organization to effectively adopt and apply the data in its operation. When particularly used Chinese enterprises surrounding, information adoption in the process of integrating a rather large amount of information and data into effective organization, analysis, decision making and planning (**Chen et al., 2019**). Proper adoption therefore guarantees that the quantity aspect of information is indeed utilized to its potential in the organization by predicting trend, results and even operations. Without proper implementation, the value of big data due to the large volume of data might be negated by data overload and unsuitable handling. Therefore, infusing the theory of information adoption as a mediator is important when translating the raw amount of information into valuable assets that improve organizational performance (**Aboelmaged; Hashem, 2019**). Thus, information adoption is essential in the proper use of big data to drive operational performance and pursue strategies. Based on these arguments, the fifth hypothesis was framed.

H5: Information adoption mediates the relation between information quantity and organizational success.

Information adoption helps facilitate the mediating role of information credibility since it guarantees that quality data gets used in the organization. Reliable information is accurate information, which can be used in decision making, since it has been established to be correct (**Belur et al., 2021**). Still, it becomes crucial to acquire credible information as a foundation for organizational success only when the recognized information is properly assimilated into organizational use. To the Chinese enterprises, **Shamim et al. (2019)** points, this means that accurate information must be properly communicated and utilized in the strategic management and business actions. Application of credible information means that the accomplishment of its positive outcomes, including enhanced decision-making and risk management, is maximized. Thus, while credibility may be present in the state of enhanced communication, the information flow may not lead to organizational success if it is not adopted (**Brous et al., 2020**). Thus, information adoption stands as a prime factor in the process of converting the value proposition of credible information into real terms in terms of entity performance and competitiveness. Hence, the sixth hypothesis of the study was framed to prove these premises.

H6: Information adoption mediates the relation between information credibility and organizational success.

3. Research Methodology

This paper examines the impact of information characteristics such as information quality, information quantity and information credibility on the organizational success and also investigates the mediating role of information adoption among information quality, information quantity, information credibility and public sector organizations success in China. The study used the survey questionnaires to gather the primary data from the respondents. The questionnaire items were extracted from previous studies. For example, to measure information quality, four questions were extracted from a study by **Erkan and Evans (2016)**. The information quantity was measured in this study with three questions adopted from **Erkan and Evans (2018)**. The information credibility was also measured with four questions taken from **García-de-Blanes-Sebastián et al. (2024)**. In addition, information adoption was measured with four questions adopted from **Erkan and Evans (2016)**. Finally, organizational success was measured with four questions extracted from **Yazici (2020)**.

The sample of the study was selected from the employees of the public sector organizations as respondents of the study, chosen through simple random sampling technique. Surveys were distributed by email or personal visits to organizations. A total of 600 surveys were distributed but only 357 valid surveys were received. These valid surveys were used for analysis and showed approximately 59 percent response rate. Smart-PLS was utilized to examine the data validity and nexus among constructs. It is a useful tool for the analysis of the primary data because it gives best results using complex model (**Hair et al., 2017**). It also provides best results when large data sets are used (**Hair Jr et al., 2020**). Finally, three predictors were used in the study named information quality (IQ) information quantity (IQN) and information credibility (IC), while one mediating variable, information adoption (IA), and one dependent variable, organizational success (OS) were used. Figure 1 depicts these constructs and the relationships in a theoretical framework.

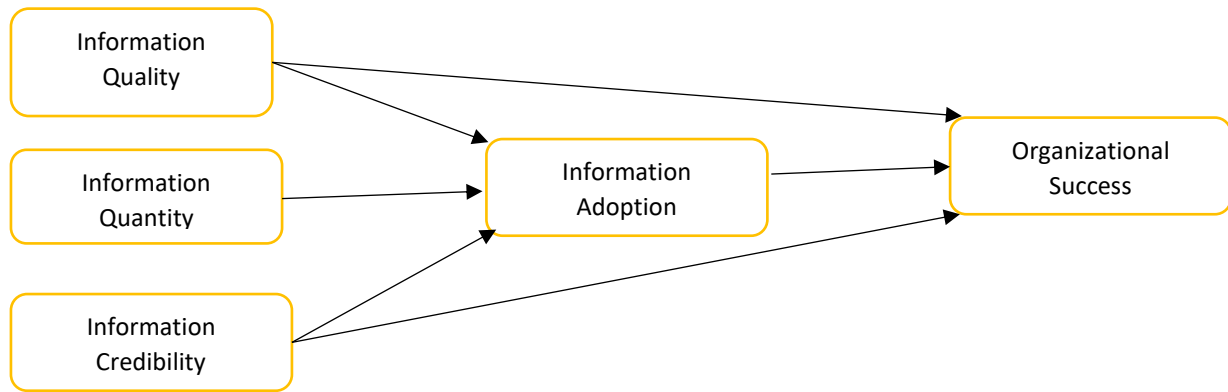


Figure 1: Theoretical Model.

4. Results and Findings

The correlation among the questionnaire items was checked through a measurement of their convergent validity. It was checked using factor loadings which showed values more than 0.50; the average variance extracted (AVE) showed values more than 0.50; and Alpha with values more than 0.70. Finally, composite reliability (CR) was measured with values more than 0.70. These values indicated a high correlation between items. Table 1 shows these figures.

Table 1: Convergent Validity.

Constructs	Items	Loadings	Alpha	Cr	Ave
Information Adoption (IA)	IA1	0.859	0.833	0.900	0.749
	IA2	0.876			
	IA3	0.862			
Information Credibility (IC)	IC1	0.869	0.814	0.878	0.644
	IC2	0.736			
	IC3	0.770			
	IC4	0.829			
Information Quality (IQ)	IQ1	0.839	0.892	0.925	0.756
	IQ2	0.903			
	IQ3	0.880			
	IQ4	0.855			
Information Quantity (IQN)	IQN1	0.833	0.734	0.850	0.654
	IQN2	0.840			
	IQN3	0.750			
Organizational Success (OS)	OS1	0.775	0.794	0.866	0.618
	OS2	0.798			
	OS3	0.790			
	OS4	0.780			

Next, the discriminant validity was checked using Fornell Larcker and cross-loadings. It was found that figures that exposed the correlation among constructs were higher than the figures that exposed the correlation with other constructs. These values indicated a low correlation between variables. Table 2 and Table 3 show these figures.

Table 2: Fornell Larcker.

	IA	IC	IQ	IQN	OS
IA	0.866				
IC	0.468	0.803			
IQ	0.528	0.601	0.870		
IQN	0.483	0.531	0.466	0.809	
OS	0.586	0.640	0.637	0.690	0.786

Table 3: Cross-loadings.

	IA	IC	IQ	IQN	OS
IA1	0.859	0.396	0.482	0.445	0.544
IA2	0.876	0.383	0.428	0.417	0.525
IA3	0.862	0.440	0.458	0.388	0.448
IC1	0.420	0.869	0.509	0.424	0.537
IC2	0.338	0.736	0.374	0.461	0.422
IC3	0.379	0.770	0.508	0.457	0.570
IC4	0.358	0.829	0.522	0.368	0.509
IQ1	0.483	0.509	0.839	0.325	0.466
IQ2	0.439	0.535	0.903	0.412	0.567
IQ3	0.423	0.526	0.880	0.398	0.606
IQ4	0.491	0.519	0.855	0.477	0.568
IQN1	0.360	0.467	0.432	0.833	0.606
IQN2	0.359	0.364	0.286	0.840	0.537
IQN3	0.448	0.451	0.405	0.750	0.526
OS1	0.420	0.509	0.553	0.556	0.775
OS2	0.420	0.423	0.530	0.684	0.798
OS3	0.537	0.546	0.439	0.465	0.790
OS4	0.475	0.546	0.472	0.444	0.780

The correlation among variables was also checked using Heterotrait Monotrait (HTMT) ratio and the figures were found less than 0.90. These values indicated a low correlation between variables. Table 4 and Figure 2 are evident of these findings and assessment of measurement model.

Table 4: Heterotrait Monotrait Ratio.

	IA	IC	IQ	IQN	OS
IA					
IC	0.568				
IQ	0.612	0.700			
IQN	0.614	0.687	0.569		
OS	0.721	0.794	0.751	0.893	

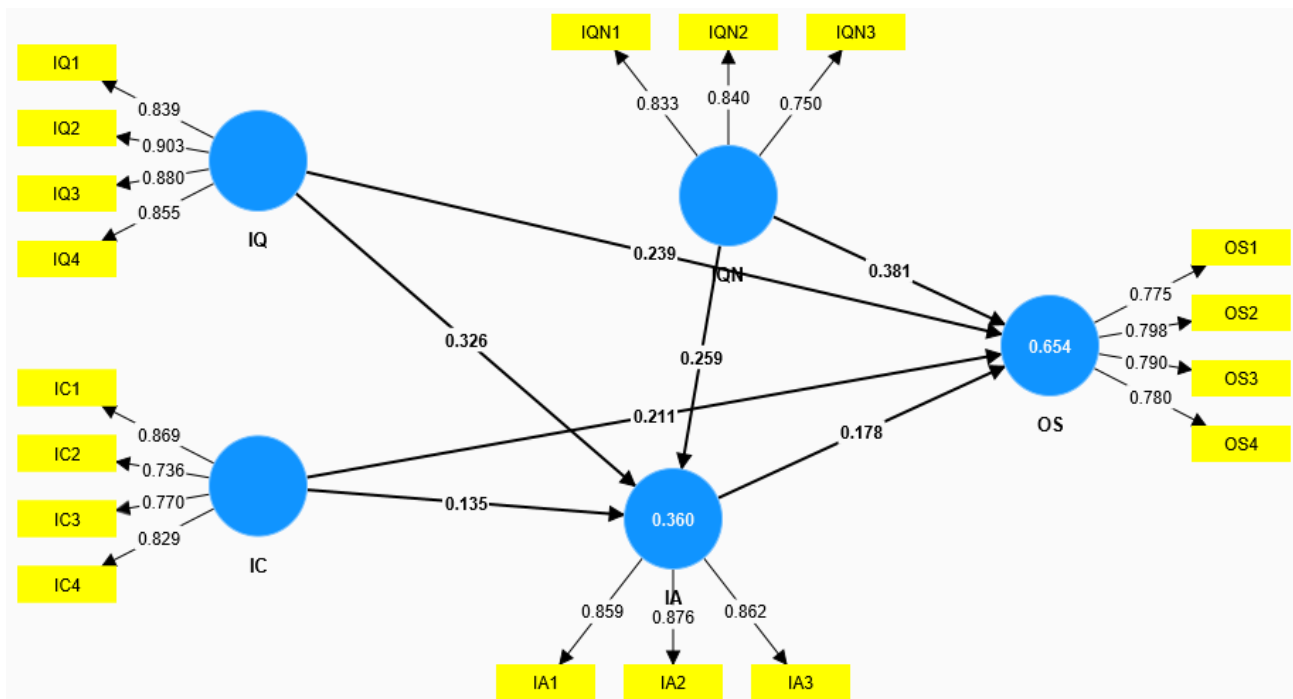


Figure 2: Measurement model assessment.

The results of the path analysis revealed that the information quality, information quantity and information credibility have a positive association with public sector organizations success in China and thus H1, H2 and H3 were accepted. These associations are given in Table 5.

Table 5: Direct path analysis.

Relationships	Beta	Standard Deviation	T Statistics	P Values
IA -> OS	0.178	0.042	4.260	0.000
IC -> IA	0.135	0.061	2.228	0.026
IC -> OS	0.211	0.049	4.305	0.000
IQ -> IA	0.326	0.056	5.805	0.000
IQ -> OS	0.239	0.044	5.384	0.000
IQN -> IA	0.259	0.058	4.499	0.000
IQN -> OS	0.381	0.048	7.999	0.000

The study also investigated the mediating role of information adoption among information quality, information quantity, information credibility and public sector organizations success in China. The outcomes exposed that the information adoption significantly mediates among the other constructs, viz., information quality, information quantity, information credibility and public sector organizations success in China and thus H4, H5 and H6 were also accepted. These associations are given in Table 6 and Figure 3 confirming the structural model assessment between the variables.

Table 6: Mediation Analysis.

Relationships	Beta	Standard Deviation	T Statistics	P Values
IC -> IA -> OS	0.024	0.012	1.967	0.050
IQ -> IA -> OS	0.058	0.016	3.593	0.000
IQN -> IA -> OS	0.046	0.015	2.979	0.003

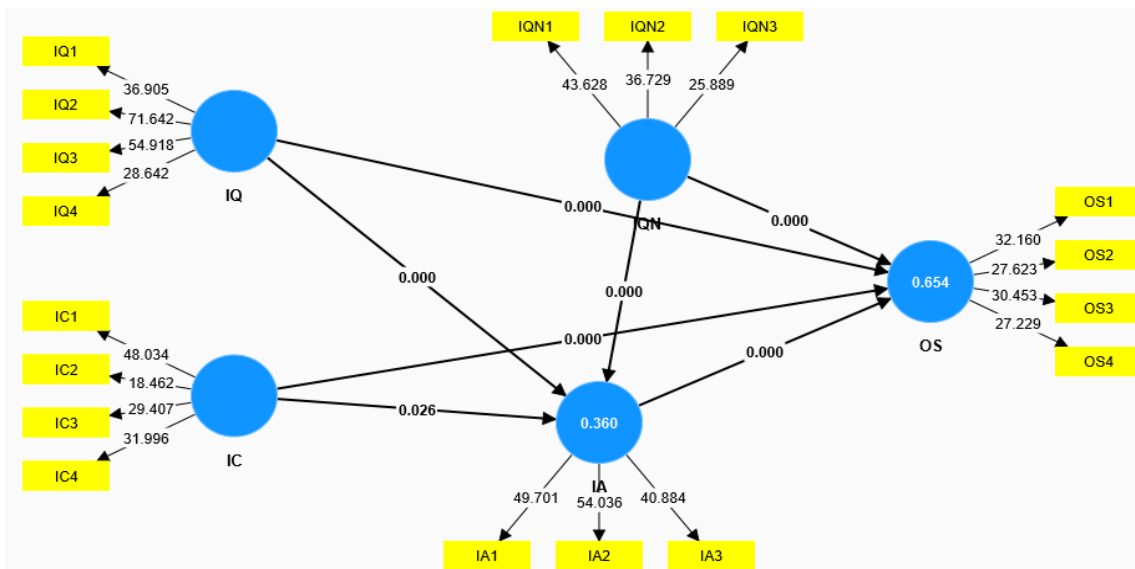


Figure 3: Structural Model Assessment.

5. Discussion

The present study underlines the fact that high quality information is accepted more easily in organizations because it offers a good foundation for decision-making in terms of strategic management and operations. This paper revealed that enterprises that filter high quality information in their environment have a better understanding of their markets hence increasing organizational success. In addition, this study also points out that information quality is an essential component in the development of trust within the organization. When the information being passed around reaches the employees and the decision-makers, it is accepted as correct information which can be utilized for decision making (Akinci; Sadler-Smith, 2019). Studies like Anshari *et al.* (2019) assert that information quality also leads to the enhancement of harmonious and aligned strategies at various taxonomy levels of an enterprise.

In China, organizations are often highly structured in a hierarchical way, that is why the quality of information can significantly minimize the gap between different levels of management and guarantee that everyone has the necessary data to make the correct decision. The study further examines the bivalent view of information amount. On one side of the spectrum, having a lot of information allows organizations to have detailed understanding on matters such as the market situation, the competitors' actions, and possible avenues for entry (Cappa *et al.*, 2021). In such rapidly digitizing economy of China, where businesses have access to huge amount of data, this can prove useful. Nevertheless, the studies presented also show that an abundance of information is a worldwide trend that results in information overload that hinders executives from filtering out the worthwhile findings.

The study also discussed the problem of having too much information leading to what is known as cognitive overload. This implies that instead of enhancing decision-making, it actually hinders it (van de Kaa, 2021). This phenomenon is especially valid in the context of China, as the nation's economy is characterized by a high level of activity and, therefore, calls for strong and immediate actions. The study implies that Chinese enterprises require effectively sorting the infinite number of inputs to ensure the firm does not become overwhelmed by the abundance of information, which is in line with Jiang (2023), who also stated that it was possible to regulate the volume of information so as to improve, rather than diminish, their decisional resources.

Other significant factor identified in this study is having credible information. Due to ever remaining alert about dubious content, and fear of fake news in social media, it is very difficult to ensure the authenticity of information (Gaozhao, 2021). The study points out that accurate information should be embraced by organizations since it is the basis of trust in a particular course of action. However, when it comes to China in particular, the media environment and regulation vary substantially from the Western countries and therefore the evaluation of information credibility becomes problematic (Guo; Zhang, 2020). The research identifies the principal conclusion as organizations which put much efforts to check the credibility of the informational sources in a better position for making accurate and efficient decisions.

In China, often rapid and dynamic changes or alterations in economic and such changes in the government policies result in an uncertain environment for the organizations. Therefore, Schippers and Rus (2021) find that such credible and accurate information is helpful in managing the risks and organizational resilience. The analyses conducted indicated that Chinese enterprises should focus on the strengthening of organizational controls, especially when it comes to information credibility in a digital and external environment. The study also focuses on an investigation of the mediating impact of information adoption between information characteristics and organizational success. Also, the study reveals that information adoption is a middleman that connects between the quality, quantity, and credibility of information to organizational success. In other

words, having or getting timely, accurate, credible and copious quantities of useful information will not cause the improvement of the organizational performance if such information is not properly implemented and utilized in the organization. Thus, in the context of the Chinese environment which poses numerous challenges for businesses and requires constant changes and adjustments, the flexible information integration into decision-making processes becomes a crucial asset (Yu *et al.*, 2021). The paper reveals that organizations must pay attention not only to the characteristics of acquired information but also to how such information is implemented in the organization. This may encompass, providing training to the employees, implementing the procedures of processing the information clearly, and engaging employees of the different department to ensure the information that is being processed is effectively utilized in the organization.

6. Conclusion

The purpose of this study was to examine the subtle ways through which the information characteristics such as information quality, information quantity, and information credibility can influence the use and achievement of organizational goals by the Chinese enterprises. The conclusion that arises from this research can help to enhance the understanding of how these factors interact and affect decision making and organization performance in the vibrant and innovative Chinese business environment. The first of the primary conclusions derived from this research was the importance of information quality as a determinant of the processes of organizational adoption of information. Analyzing the role of information which reflects the adjusted market conditions in the context of China can be a quite volatile issue of relevance, wherein accuracy and time sensitivity become the most compelling.

The study findings can have wide application for both academic and practical purposes from the Chinese enterprise perspective. From a business leader's perspective, the findings analytically reinforce the importance of the quality, quantity and credibility of information characteristics as vital inputs that may be managed to optimize organizational performance. Firms, which are using formal management systems for accreditation of high value, credible information and its timely adoption are favored in terms of better decision making, are able to sustain competitive edge and organizational longevity. The paper also establishes the advice for proper mechanisms for filtering large amount of information that is useful in helping the decision makers in making the right conclusion. This research also enlightens the domain about how information adoption builds a bridge between the characteristics of information and the organizational success. More than that, it provides a basis for studies to identify similar phenomena in other settings or sectors, which may extend the body of the knowledge in the field of information management and organizational behavior. This study would provide policymakers useful guidelines to make policies related to achieving organization success by using high quality information.

The study also had certain limitations that need to be acknowledged. First, this research was context-bound, that is, it involved only Chinese enterprises, which makes it difficult to apply the results obtained in other countries or cultural settings. Thus, it emerges that the specifics of the Chinese economy and regulation of the Information and Communications Technologies may lead to the dissimilarity of the practice of the examined connections between Information characteristics, adoption, and organizational success in other countries. Second, the study made use of cross-sectional data which means it collected data at one point in time only, hence the flow of information adoption and organizational performance dynamics may not be accurately captured. To add more depth into the development of these relations, future studies could adopt longitudinal designs. Third, it identified three primary elements of information and other aspects like the timeliness of the information could be vital to the process but were not discussed in this research. It might be useful for future research to extend the set of research dimensions that would deeper uncover the effects of information on the organization's performance.

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