



The Impact of IT Governance Framework on the Effectiveness of IT Support Teams in Investment Banking: A Focus on Information Technology Infrastructure Library (ITIL)

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Abstract

Digital transformation within investment banking has increased dependence on structured information technology support functions for service continuity, regulatory alignment, and operational reliability. In such environments, system disruptions may expose organizations to financial loss, compliance scrutiny, and reputational pressure, which heightens the relevance of formal governance arrangements. Among established governance mechanisms, the Information Technology Infrastructure Library (ITIL) is widely applied to organize service support and information technology service management activities. Yet, variation in implementation outcomes remains evident across institutions operating under comparable technical conditions. The investigation explores how organizational culture influences the application of ITIL practices and how these practices shape the functioning of information technology support teams. Cultural characteristics are examined through the Organizational Culture Assessment Instrument (OCAI), which captures prevailing value orientations within investment banking organizations. Analytical attention is directed toward core ITIL service support areas, including incident handling, problem management, and change coordination, with emphasis on their execution within culturally embedded work settings. The findings indicate that cultural configurations marked by role clarity, internal coordination, and accountability align more closely with effective ITIL application, whereas cultural misalignment corresponds with procedural tension and reduced service responsiveness. The analysis advances understanding of governance effectiveness by clarifying how cultural context conditions the operational use of structured service management frameworks in investment banking.

Keywords

IT Governance Frameworks, Information Technology Service, Organizational Culture, IT Support Team Effectiveness, Service Support Processes

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1. Introduction

Investment banking operates in an environment where information technology underpins core business processes and supports critical activities under strict performance and reliability expectations. The effectiveness of IT support systems is therefore essential for maintaining operational continuity and safeguarding institutional credibility. When technical incidents are not addressed promptly, the resulting service interruptions can generate financial losses, operational instability, and reputational harm. Prior research has observed that many financial organizations continue to depend on reactive approaches to incident handling, responding only after disruptions have already affected essential business functions, which exposes structural weaknesses in IT service oversight (Weill & Ross, 2004). Within this context, information technology governance represents a key component of corporate governance that defines decision rights, accountability structures, and control mechanisms for directing IT resources in alignment with organizational objectives (De Haes & Van

Grembergen, 2009). IT governance seeks to ensure that IT investments support strategic goals while managing operational and technological risks. As part of governance implementation, the Information Technology Infrastructure Library has emerged as one of the most widely adopted frameworks for IT service management, providing formal guidance for practices such as incident management, change management, and service level management (Marrone et al., 2014). These practices aim to standardize service delivery and improve operational consistency. However, evidence indicates that the effectiveness of ITIL implementation is influenced not only by procedural compliance but also by organizational context. Organizational culture, defined as the shared values, norms, and assumptions that guide behavior within organizations, shapes how employees interpret and apply formal management frameworks (Schein, 2010). In investment banking environments, where tolerance for service disruption is limited, cultural alignment may either support or constrain the effective use of ITIL practices. Despite the relevance of these factors, existing literature provides limited empirical insight into how organizational culture interacts with ITIL implementation to influence the operational effectiveness of IT support teams in investment banks. Accordingly, the research is guided by two questions: first, how organizational culture influences the implementation of ITIL practices in investment banking; and second, how the implementation of ITIL practices affects the operational effectiveness of IT support teams within these institutions.

2. Literature Review

2.1. Organizational Culture

Organizational culture represents a set of shared assumptions, values, and behavioural norms developed by a group to solve internal and external challenges. These assumptions guide how members perceive, think, and act in the organization and are transmitted to new members as acceptable and effective ways of operating (Schein, 2010). Understanding cultural attributes is critical in sectors such as investment banking, where IT service reliability and process adherence are essential. The Organizational Culture Assessment Instrument (OCAI) identifies four primary culture types based on flexibility, control, internal focus, and external orientation: Clan, Adhocracy, Hierarchy, and Market cultures. A Clan Culture emphasizes collaboration, mentorship, and team cohesion, supporting customer-focused goals but potentially limiting innovation and knowledge integration in large-scale operations. Adhocracy Culture prioritizes innovation, creativity, entrepreneurship, and risk-taking, fostering responsiveness to emerging business needs and efficient IT utilization. Hierarchy Culture emphasizes structured processes, formal rules, and operational efficiency, valuing stability and predictable outcomes. Market Culture focuses on results, competitiveness, and market-driven performance, defining success through market share, client satisfaction, and operational delivery. The relationships among these culture types are illustrated in Figure 1 (Competing Values Framework for Organizational Culture). Cultural factors have significant implications for IT governance and ITIL adoption. Misalignment between organizational culture and formalized IT processes can impede the realization of IT investment benefits. Cultivating a supportive cultural environment enhances the effectiveness of IT service management frameworks by aligning employee behaviours with process requirements (De Haes & Van Grembergen, 2009; Marrone et al., 2014; Waheed & Leišytė, 2023). Understanding cultural traits enables organizations to implement ITIL practices in a manner that integrates with existing norms and values.

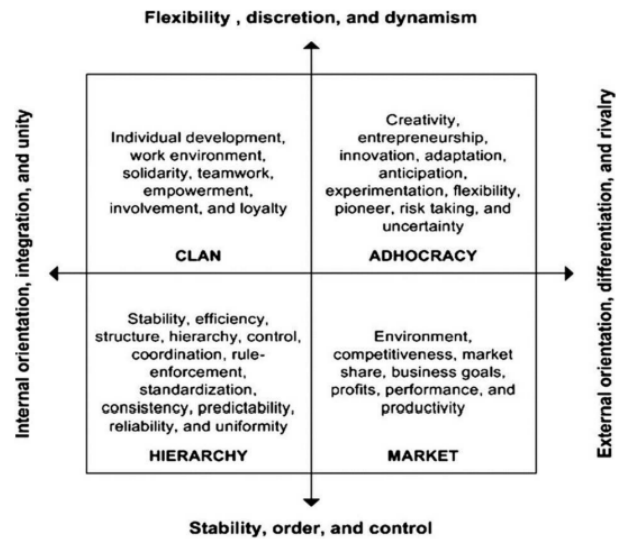


Figure 1. OCAI model, The Four Dimensions of culture (Cameron et al., 2006)

2.2. Information Technology Infrastructure Library (ITIL) Practices

The Information Technology Infrastructure Library provides a structured body of practices intended to support the management of information technology services in complex organizational environments. Its core purpose is to improve service reliability, operational consistency, and alignment between information technology functions and organizational objectives. The framework has been widely adopted across financial services due to its process orientation and emphasis on control, accountability, and service quality (Cater-Steel et al., 2006; Hochstein et al., 2005). ITIL groups its management practices into general management, service management, and technical management domains, each addressing different layers of service provision and operational oversight (Axelos, 2019). Within investment banking, selected service management practices are particularly relevant due to continuous system usage, regulatory oversight, and time critical operations. This research concentrates on Incident Management, Problem Management, Change Management, and Release Management, as these practices are closely linked to daily information technology support activities. Their process relationships and operational interactions are presented in Figure 2, which illustrates how coordinated practice execution contributes to service stability.

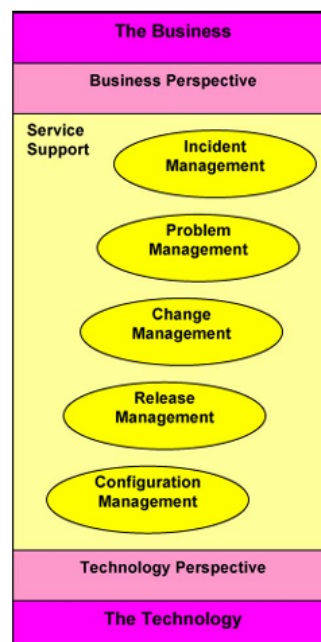


Figure 2. Overview of Information Technology Infrastructure Library Service Support Practices. Adapted from McNaughton et al. (2010)

2.2.1. Incident management

Incident Management focuses on the timely restoration of normal service following unplanned disruptions. The practice prioritizes rapid response, structured escalation, and clear communication to limit service impact on business operations. Prior research highlights that effective incident handling improves user confidence and reduces operational disruption in environments where system availability is essential (Hochstein et al., 2005; Waheed et al., 2025). In investment banking, structured Incident Management supports continuity during trading, settlement, and reporting activities.

2.2.2. Problem management

Problem Management aims to identify and address the underlying causes of incidents to prevent recurrence. Rather than concentrating solely on immediate resolution, this practice emphasizes root cause analysis, documentation of known errors, and corrective action planning. Empirical studies indicate that Problem Management contributes to organizational learning and long term service reliability by reducing repeat incidents and stabilizing service performance (Iden & Eikebrokk, 2013; Waheed et al., 2021).

2.2.3. Change management

Change Management governs the evaluation, approval, and implementation of modifications to information technology services and infrastructure. Its primary function is to balance service stability with the need for system improvement. In highly regulated banking environments, structured change control reduces operational exposure while ensuring compliance requirements are met (Cater-Steel et al., 2006).

2.2.4. Release management

Release Management addresses the planning and deployment of new or modified service components into the operational environment. This practice ensures that releases undergo appropriate testing, coordination, and validation prior to deployment. Effective Release Management supports service consistency by limiting implementation errors and aligning operational readiness with business expectations (Axelos, 2019; Waheed et al., 2016). Collectively, these ITIL practices operate as an integrated support mechanism rather than isolated processes. Their coordinated application forms a structured foundation for information technology service management within investment banking support functions.

2.3. Information Technology Support Team Effectiveness

Assessing the effectiveness of information technology service support processes remains a persistent challenge for many service oriented organizations, particularly those operating under continuous availability requirements. Prior research notes that performance assessment difficulties arise from the absence of structured measurement approaches, limited analytical tool support, and the gap between formal guidance and operational execution, even where measurement indicators are formally defined (Lahtela et al., 2010). Although the Information Technology Infrastructure Library version three introduces Continual Service Improvement as a formal measurement mechanism, its guidance emphasizes conceptual alignment rather than operational clarity. The proposed seven step improvement cycle relies on critical success factors, key performance indicators, and metrics to track service outcomes, yet translating these elements into consistent process level evaluation remains demanding. Metrics are generally applied to demonstrate progress, stability, or improvement over time, but their interpretation varies across organizational contexts. At the process level, performance assessment commonly differentiates between operational metrics, service quality indicators, and business oriented measures, reflecting multiple evaluation perspectives. Established information systems research reinforces the importance of combining technical performance indicators with user oriented assessments when evaluating support effectiveness (DeLone & McLean, 1992, 2003). In service intensive environments, perceived service reliability and responsiveness further shape assessments of support team performance (Parasuraman et al., 1988). Governance oriented studies also highlight the value of structured performance frameworks that integrate service objectives with organizational oversight mechanisms (De Haes & Van Grembergen, 2009). Within information technology support teams, effectiveness is therefore shaped by the interaction between formal measurement structures, service outcomes, and user experience rather than isolated process indicators. The measurement structure used to assess information technology support team effectiveness is illustrated in Figure 3.

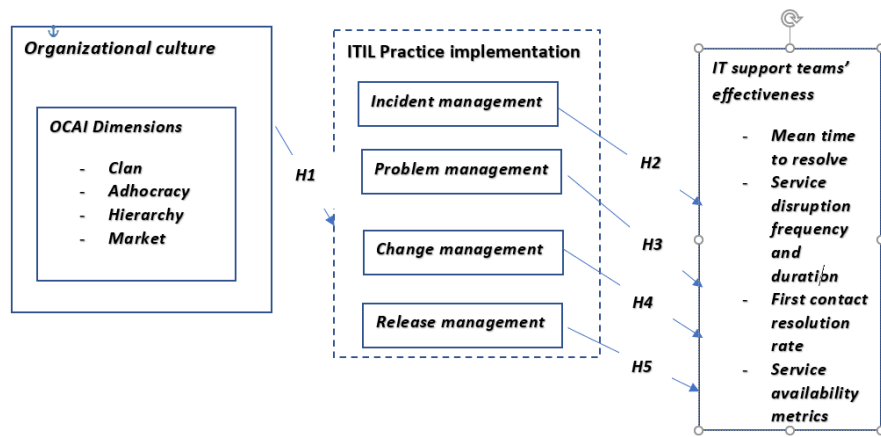


Figure 3. Measurement Structure for Information Technology Support Team Effectiveness

Based on these concepts, the research hypotheses are:

H1: Organizational culture positively influences the implementation of ITIL practices in investment banking.

H2: The implementation of Incident Management positively affects the operational effectiveness of IT support teams.

H3: The implementation of Problem Management positively affects the operational effectiveness of IT support teams.

H4: The implementation of Change Management positively affects the operational effectiveness of IT support teams.

H5: The implementation of Release Management positively affects the operational effectiveness of IT support teams.

3. Methodology

The research adopted a qualitative design, employing semi-structured interviews to obtain in-depth insights into ITIL implementation and IT support team performance within investment banking. Participants were selected purposively based on their direct involvement in application support roles and familiarity with ITIL practices. The sample comprised eight professionals representing a range of seniority levels, from mid-level analysts to senior IT specialists. This range ensured the capture of diverse perspectives on both operational practices and the cultural factors influencing IT service management. The approach allowed for rich, contextually grounded data, reflecting the interplay between organizational culture, ITIL practices, and IT support effectiveness (Bryman, 2016; Cresswell, 2013). Data were collected through interviews guided by open-ended questions designed to explore perceptions of ITIL adoption, operational challenges, and the alignment of IT service management with organizational culture. Each interview was recorded and transcribed verbatim to preserve the accuracy of responses. A thematic analysis was employed to identify recurring patterns and overarching themes. The process involved two principal steps. First, themes emerging from the participants' narratives were identified and defined to elucidate their perspectives regarding the relationships among organizational culture, ITIL practices, and IT support effectiveness. Second, organizational culture was evaluated across four dimensions (Clan, Adhocracy, Hierarchy, Market) based on participant statements to determine the prevailing cultural type. Simultaneously, ITIL practices and IT support performance were assessed using a three-level rating scale (positive, neutral, negative), complemented by illustrative quotations from the interviews to support the evaluation of each practice's impact on operational effectiveness. This methodology ensured that data interpretation was firmly grounded in participants' experiences while enabling systematic assessment of ITIL practices in the context of investment banking. The approach aligns with established qualitative frameworks for examining IT governance and organizational culture (Eisenhardt, 1989; Lotto, 1986).

4. Results

4.1. Organizational Culture and ITIL Implementation

Participants highlighted a combination of organizational cultures influencing ITIL adoption. The prevailing culture types and their characteristics were captured across interviewees, revealing how culture shapes IT service management practices. Table 1 summarizes the dominant cultural types and corresponding perceptions.

Table 1. Perceptions of Organizational Culture and ITIL Implementation

Organizational Culture	Main Themes from Participants	Participants
Clan culture	Emphasizes collaboration and a “one team” approach, facilitating rapid problem-solving and coordination.	P5, P7
Market culture	Focuses on performance, responsiveness, and accountability, particularly in trading-related support.	P1, P2, P3
Hierarchy culture	Stresses formal structure, compliance, and adherence to ITIL standards to maintain operational reliability.	P4, P8
Adhocracy culture	Promotes innovation and adaptability, though observed to a lesser degree among participants.	P1, P3, P6
Hybrid model	Integrates all four cultures: clan for resilience, market for efficiency, adhocracy for innovation, and hierarchy for discipline.	P6

4.2. Incident Management and Operational Effectiveness

Incident Management practices were linked to measurable improvements in IT support effectiveness. Participants reported enhanced resolution times, long-term efficiency, and better communication and traceability. Table 2 presents the thematic insights.

Table 2. Influences of Incident Management on Operational Effectiveness

Themes	Participant Insights
Improvement in Resolution Time	P1 observed a reduction in critical incident resolution from over an hour to 1–30 minutes. P7 attributed faster prioritization to KSI and SLAs, while P5 highlighted clearer action plans aiding stress reduction and resource allocation. P8 noted that documentation requirements encourage quicker responses.
Long-Term Efficiency	P2 and P3 emphasized that ITIL enhances process consistency and trend analysis over time. P6 noted its role in standardizing practices for consistent outcomes.
Communication and Traceability	P7 stressed the importance of communication for teamwork and loss minimization. P1 linked effective communication to appropriate team identification. P8 and P4 noted that transparency reassures traders and supports informed business decisions.

4.3. Problem Management and Operational Effectiveness

Problem Management practices contributed to preventing recurring incidents and improving operational planning. Table 3 summarizes participants’ perspectives.

Table 3. Influences of Problem Management on Operational Effectiveness

Themes	Participant Insights
Prevention of Recurrences	P4 emphasized error control, while P6 highlighted its role in root cause analysis. P5 and P3 noted that accurate identification of recurring problems enhances operational stability.
Action Plan and Improvement	Participants discussed developing and executing action plans, including infrastructure improvements and monitoring. P6 and P8 described how these practices reduce operational losses and reinforce internal control.

4.4. Change Management and Operational Effectiveness

Change Management practices improved predictability, traceability, and process control, supporting ITIL adoption. Table 4 presents the thematic insights.

Table 4. Influences of Change Management on Operational Effectiveness

Themes	Participant Insights
Processes and Benefits	P1 emphasized that structured processes lead to predictable outcomes. P5 highlighted documentation for understanding system evolution. P7 stressed the importance of approvals in production activities.
Traceability and Tracking	P5, P7, and P2 noted that tracing changes in UAT, documenting rationale, and tracking configuration items aid planning, rollback, and problem identification. P3 observed that such traceability reduces risks, while P4 emphasized non-regression testing and multiple validations to maintain system stability.

4.5. Release Management and Operational Effectiveness

Release Management practices influenced the balance between quality, speed, and risk in IT service delivery. Table 5 summarizes key insights.

Table 5. Influences of Release Management on Operational Effectiveness

Themes	Participant Insights
Frequency and Planning	P1, P5, and P7 noted that structured release processes enhance predictability and reduce operational risks.
Quality and Speed	P2 and P7 observed that too many releases may destabilize systems, while excessive control can slow delivery. Participants highlighted the importance of balancing release frequency with quality control to maintain operational effectiveness.

5. Discussion

The findings of this research provide valuable insights into the interplay between organizational culture and ITIL practices within IT support teams in the investment banking sector. The results demonstrate both alignment and divergence with existing literature, offering a nuanced understanding of how culture and ITIL processes collectively influence operational effectiveness. The discussion below elaborates on these insights in

relation to organizational culture, incident management, problem management, change management, release management, and the overall perceived impact of ITIL.

5.1. Organizational Culture and ITIL Implementation

Analysis of participant responses indicates that multiple cultural types coexist in investment banking IT environments, reflecting a complex organizational landscape. Table 6 presents the scoring of cultural perceptions, highlighting dominance patterns across participants.

Table 6. Scoring of Dominant Organizational Culture

Participant	Clan	Market	Hierarchy	Adhocracy
P1	0	1	1	1
P2	1	1	0	0
P3	0	1	0	1
P4	0	1	1	0
P5	1	0	0	0
P6	1	1	1	1
P7	1	0	0	0
P8	0	1	1	0
Total	4	6	4	3

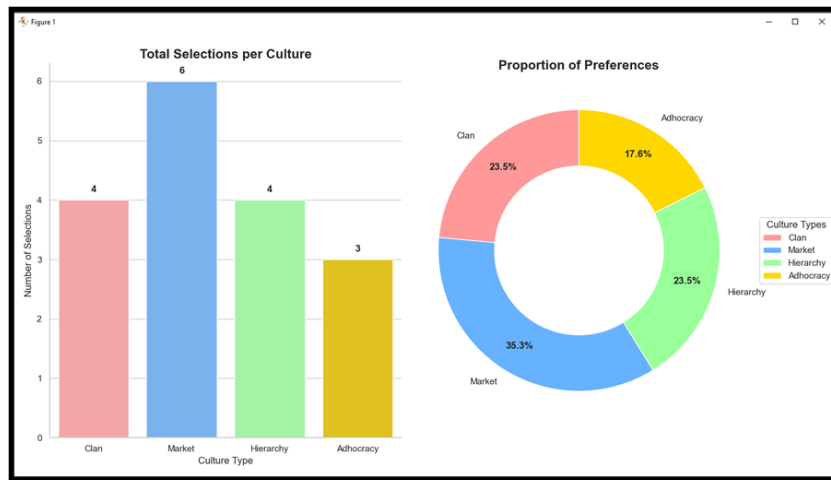


Figure 4. Bar Chart and Pie Chart Depicting Organizational Culture Type Importance

The data indicate that market culture is most frequently observed, followed by clan and hierarchy, with adhocracy appearing less prominently. This distribution suggests that competitive, results-oriented values dominate, yet collaborative and structured elements coexist. These findings align with prior research highlighting that cultural context significantly shapes ITIL adoption (Cameron et al., 2006). Specifically, cultural alignment either facilitates or constrains ITIL implementation, ultimately influencing IT support effectiveness. For example, a market-driven culture encourages efficiency and responsiveness, which aligns with ITIL's structured processes for incident and problem management, while a clan-oriented culture supports team collaboration and knowledge sharing.

5.2. Incident Management and Operational Effectiveness

Participant perceptions of incident management were assessed across three levels: positive, mixed/neutral, and negative.

Table 7. Overall Appreciation of Incident Management

Appreciation Level	Count	Percentage	Participants
Positive	5	62.5%	P1, P2, P5, P7, P8
Mixed/Neutral	2	25%	P3, P6
Negative	1	12.5%	P4

The majority of respondents reported positive outcomes, highlighting improvements in incident resolution time, process consistency, and communication traceability. These results indicate that effective incident management enhances IT support responsiveness, minimizes service disruption, and contributes to overall operational efficiency. The presence of mixed or neutral perceptions also reflects contextual variations, such as workload peaks or system complexity, which occasionally challenge consistent process adherence. Overall, the findings confirm that incident management is a critical factor in improving IT support performance.

5.3. Problem Management and Operational Effectiveness

Table 8 summarizes participant perspectives on problem management.

Table 8. Overall Appreciation of Problem Management

Appreciation Level	Count	Percentage	Participants
Positive	7	87.5%	P1, P2, P4, P5, P6, P7, P8
Mixed/Neutral	1	12.5%	P3
Negative	0	0%	—

Participants emphasized the importance of root cause analysis, recurrence prevention, and the execution of structured action plans. The predominantly positive responses indicate that problem management practices contribute to stronger operational control, reduce service interruptions, and limit the recurrence of incidents, thereby improving the reliability of IT support functions. These observations were analyzed using qualitative theory-building principles, allowing patterns and conceptual insights to emerge from participant perspectives (Eisenhardt, 1989). In line with prior research on governance and structured IT processes, effective problem management is recognized as a key activity for sustaining operational performance and service quality within organizations (Alhassan et al., 2016).

5.4. Change Management Influences Operational Effectiveness

Participants unanimously highlighted the critical role of change management in IT support operations. Several verbatim quotations illustrate its impact on predictability, risk mitigation, and operational stability:

P1: “A structured change management process with risk assessment, testing, and CAB reviews has led to more predictable results, such as successfully launching a major trading platform upgrade without any rollbacks.”

P6: “Effectively, change control is a very important process to ensure all requirements are checked before making a change in production.”

P8: “Having a formalized change management process improves lead times for developers and deployment processes, positively impacting operational efficiency.”

These consistent observations indicate that structured change management processes facilitate controlled modifications, minimize disruptions, and contribute to smoother operational workflows. Consequently, change management is integral to IT support effectiveness in high-stakes banking environments.

5.5. Release Management Influences Operational Effectiveness

Table 9 summarizes participant perceptions regarding release management.

Table 9. Overall Appreciation of Release Management

Appreciation Level	Count	Percentage	Participants
Positive	5	62.5%	P1, P2, P5, P7, P8
Mixed/Neutral	3	37.5%	P3, P4, P6
Negative	0	0%	—

Participants highlighted advantages such as enhanced predictability, coordinated deployment processes, and reduced operational risk. Mixed perceptions reflected trade-offs related to release frequency and control constraints, suggesting that while structured releases improve stability, overly frequent releases may introduce temporary challenges. Overall, the data indicate that release management contributes positively to operational effectiveness by ensuring smoother and more predictable IT service delivery.

5.6. Perceived Overall Impact of ITIL

Interviewees rated the overall impact of ITIL practices on IT support teams on a scale of 1–10, with scores ranging from 2 to 10, a mean of 7.56, and a median of 8. Most participants reported positive effects, while one lower rating (P2) reflected contextual challenges in dynamic, high-pressure banking operations. These findings reinforce the conclusion that ITIL practices, when appropriately aligned with organizational culture, enhance the effectiveness, efficiency, and reliability of IT support teams, ultimately contributing to improved service delivery and operational stability.

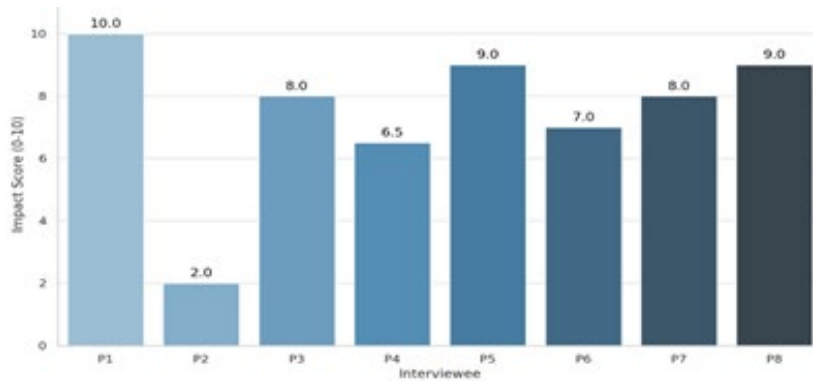


Figure 5. Perceived Impact of ITIL on IT Support Team Effectiveness

6. Implications, Limitations, and Conclusion

6.1. Theoretical Implications

The findings demonstrate that organizational culture significantly shapes the effectiveness of ITIL adoption within IT support teams in investment banking. Hierarchy, market orientation, and clan values influence how incident, problem, change, and release management practices are perceived and applied, whereas adhocracy contributes less prominently. Cultural factors operate as core determinants in IT governance outcomes rather

than peripheral considerations. These insights expand existing literature by showing that ITIL processes interact with cultural values, and their impact on operational performance depends on this alignment. Contextualizing ITIL implementation within investment banking, where operational reliability and compliance are critical, provides empirical evidence that governance frameworks perform differently across organizational settings. The study contributes to theory by highlighting that cultural alignment is a prerequisite for realizing the full potential of IT service management practices and offers a framework for exploring sector-specific differences and cross-organizational comparisons (Alhassan et al., 2016; Cameron et al., 2006).

6.2. Practical Implications

For operational application, aligning ITIL practices with dominant organizational cultural traits improves adoption and performance. Clan-oriented organizations benefit from collaborative approaches to problem solving, hierarchical structures support consistency in procedural execution, and market-oriented environments respond to efficiency-driven practices. Conducting cultural assessments prior to ITIL implementation can identify potential challenges and guide targeted interventions, such as tailored training and process adjustments, to improve adherence and predictability. Leadership engagement is crucial to maintain alignment between ITIL practices and cultural expectations, enhancing incident resolution, problem management, change coordination, and release planning. These observations underscore that operational effectiveness is determined by the integration of ITIL processes with organizational values and internal structures, consistent with insights from IT service management frameworks (Axelos, 2019), organizational culture theory (Cameron & Quinn, 2006), and IT governance literature (Alhassan et al., 2016).

6.3. Limitations

The research relies on qualitative interviews within selected investment banking IT support teams, which limits generalizability to other sectors or organizational scales. Participant responses may reflect individual perceptions influenced by roles or tenure. The investigation focused on internal IT processes and did not measure client-facing outcomes or external service performance, which could provide additional perspectives on ITIL effectiveness. Other organizational factors, such as technology infrastructure, resource allocation, and regulatory requirements, were not examined in depth, leaving opportunities for further research to explore their combined effect on IT governance. Future studies could employ mixed-method designs or larger, cross-sector samples to validate these findings and examine interactions between cultural, technological, and regulatory influences, as suggested by broader reviews of IT governance implementations and research gaps (Oluwatosin et al., 2024; Turel & Bart, 2014).

6.4. Conclusion

Implementation of ITIL practices, including incident, problem, change, and release management, improves IT support performance when aligned with organizational culture. Cultural characteristics act as decisive factors in shaping the adoption and execution of these processes, with hierarchy, market orientation, and clan values exerting the strongest influence and adhocracy playing a limited role. The effectiveness of ITIL practices depends on cultural compatibility, which explains inconsistencies observed in adoption outcomes across organizations. Recognizing culture as a central element in IT governance informs process design, operational planning, and leadership strategy, emphasizing that ITIL processes and cultural considerations must be addressed jointly to optimize IT support performance and governance outcomes (Alhassan et al., 2016; Cameron & Quinn, 2006).

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