THE CHALLENGE OF INTEGRATING INFORMATION AND COMMUNICATIONS TECHNOLOGY INFRASTRUCTURE TO ACHIEVE SUSTAINABLE ORGANISATIONAL CHANGE

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STATEMENT OF ORIGINALITY

The thesis contains no material which has been accepted for the award of any other degree or diploma in any university or other tertiary institution and, to the best of my knowledge and belief, contains no material previously published or written by another person, except where due reference has been made in the text. I give consent to this copy of my thesis, when deposited in the University Library**, being made available for loan and photocopying subject to the provisions of the Copyright Act 1968.

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05/02/2012

Signature    Date
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**The Case Organisation:**

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LIST OF PUBLICATIONS

# TABLE OF CONTENTS

STATEMENT OF ORIGINALITY .................................................................................................................. II

ACKNOWLEDGEMENTS ............................................................................................................................. III

LIST OF PUBLICATIONS .......................................................................................................................... IV

LIST OF FIGURES .................................................................................................................................. IX

LIST OF TABLES ..................................................................................................................................... X

SUMMARY ............................................................................................................................................... XI

ABBREVIATIONS ................................................................................................................................. XIII

1 INTRODUCTION ................................................................................................................................... 1

1.1 BACKGROUND TO THE RESEARCH ............................................................................................... 2

1.2 RESEARCH PROBLEM ...................................................................................................................... 4

1.3 JUSTIFICATION FOR THE RESEARCH .............................................................................................. 5

1.4 METHODOLOGY ............................................................................................................................... 6

1.5 OUTLINE OF DISSERTATION ........................................................................................................... 7

1.6 DELIMITATIONS OF SCOPE AND KEY ASSUMPTIONS, AND THEIR JUSTIFICATIONS ............... 9

1.7 CONCLUSION .................................................................................................................................. 10

2 LITERATURE REVIEW ....................................................................................................................... 11

2.1 INTRODUCTION .............................................................................................................................. 12

2.2 INFORMATION AND COMMUNICATIONS TECHNOLOGY .............................................................. 13
2.2.1 Information Requirements ................................................................. 14
2.2.2 Role of ICT in Organisational Change ........................................... 17

2.3 KNOWLEDGE TRANSFER IN ORGANISATIONS .................................. 19
2.3.1 Learning within Organisations ....................................................... 19
2.3.2 Role of ICT in Knowledge Transfer ................................................ 20

2.4 CHANGE MANAGEMENT ................................................................. 22
2.4.1 Change Stimulus ............................................................................. 23
2.4.2 Human Resource Management ....................................................... 25
2.4.3 Leadership ...................................................................................... 27

2.5 GAPS IN THE CURRENT LITERATURE ............................................... 30

2.6 CONCEPTUAL MODEL ........................................................................ 33

2.7 PROPOSITIONS ................................................................................... 35

2.8 CONCLUSION ..................................................................................... 36

3 RESEARCH DESIGN ............................................................................... 37

3.1 INTRODUCTION ................................................................................... 38

3.2 JUSTIFICATION FOR THE PARADIGM AND METHODOLOGY ............. 39
3.2.1 Justification for the Paradigm .......................................................... 39
3.2.2 Justification for the Methodology .................................................... 41

3.3 RESEARCH PROCEDURES ................................................................ 42
3.3.1 Single Case Study ............................................................................ 43
3.3.2 In-Depth Interviewing ..................................................................... 46
3.3.3 Unit of Analysis and Observation ..................................................... 49

3.4 DATA ANALYSIS ................................................................................. 51

3.5 RELIABILITY AND VALIDITY ............................................................. 53

3.6 ETHICAL CONSIDERATIONS .............................................................. 58
4 ANALYSIS & FINDINGS .................................................................................................................. 60

4.1 INTRODUCTION .................................................................................................................. 61

4.2 INFORMATION AND COMMUNICATIONS TECHNOLOGY ADOPTION ........................................ 63

4.2.1 Role of ICT in Knowledge Transfer .................................................................................. 63

4.2.2 Role of ICT in Organisational Processes .......................................................................... 69

4.2.3 Role of ICT in Organisational Change .............................................................................. 72

4.2.4 Role of ICT in Organisational Performance ...................................................................... 77

4.2.5 Role of ICT in Business Sustainability ............................................................................. 79

4.2.6 ICT Implementation within Organisations ........................................................................ 86

4.2.7 Challenges of ICT Implementation within Organisations ................................................. 88

4.2.8 Conclusions on Information and Communications Technology Adoption .......................... 94

4.3 KNOWLEDGE TRANSFER IN ORGANISATIONS ............................................................... 96

4.3.1 Formal Learning within Organisations ............................................................................. 97

4.3.2 Informal Learning within Organisations ......................................................................... 105

4.3.3 Conclusions on Knowledge Transfer in Organisations ..................................................... 110

4.4 CHANGE MANAGEMENT ................................................................................................... 113

4.4.1 Change Agency .................................................................................................................. 115

4.4.2 Human Resource Management .......................................................................................... 122

4.4.3 Conclusions on Change Management ................................................................................ 134

4.5 CONCLUSION ...................................................................................................................... 137

5 CONCLUSIONS ...................................................................................................................... 141

5.1 INTRODUCTION .................................................................................................................. 142

5.2 CONCLUSIONS ABOUT THE RESEARCH PROBLEM ......................................................... 143

5.2.1 Information and Communications Technology ............................................................... 145

5.2.2 Change Management ...................................................................................................... 146
LIST OF FIGURES

Figure 1-1: Structure for Introduction Chapter .........................................................3

Figure 1-2: Dissertation Structure ..............................................................................8

Figure 2-1: Structure for Literature Review Chapter .................................................12

Figure 2-2: Conceptual Model - Sustainable ICT and Organisational Change ..........34

Figure 3-1: Structure for Research Design Chapter ..................................................38

Figure 3-2: Data Analysis Process (Source: Easterby-Smith et al., 2002) .................51

Figure 4-1: Structure for Analysis and Findings Chapter .........................................61

Figure 4-2: Research Participant Demographics .........................................................62

Figure 5-1: Structure for Conclusions Chapter .........................................................142

Figure 5-2: Sustainable Technology and Change Linkage (STCL) Model ...............144
LIST OF TABLES

Table 1: Summary of Propositions........................................................................................................ 139
SUMMARY

This study explores the role of Information and Communications Technology (ICT) infrastructure in facilitating the sustainability of organisational change. The focus of this study centres particularly on ICT that facilitates knowledge transfer, and the effectiveness of the organisational change process and outcomes. Research examining ICT and organisational change prevalently addresses these two research fields as independent subject areas. Limited research exists on ICT and organisational change as interrelated factors. Studies concerning organisational change generally view ICT as an aspect of organisational change amongst other influential factors, rather than a driver. This study identifies that sustainable organisational change necessitates considering ICT as a facilitator of organisational change.

The findings of this study propose that in a technologically advanced era where organisations have increasingly turned to technology for competitive advantage, ICT enables organisations to enhance business sustainability through more robust intra and inter-organisational knowledge transfer, and streamline critical business processes for enhanced operational effectiveness. ICT improves adaptability and receptivity towards change, and as a result leads to enhanced business sustainability. Correspondingly, the role of HR departments is critical in endowing employees with the latest knowledge to embrace the latest technology with confidence, in order to maintain or enhance effectiveness at the individual and organisational level.
The findings complement the literature in validating a reciprocal link between ICT and organisational change, and support a wide consensus amongst management researchers that ICT has a positive flow on effect on organisational performance, through its ability to influence business practices. The study proposes that ICT and organisational change are major interrelated discipline areas. The Sustainable Technology and Change Linkage (STCL) Model developed in this study provides a managerial framework that potentially assists organisations in effectively utilising organisational resources, particularly organisations that are extensively ICT oriented, and similar to the organisation studied. This model also has the potential to enhance the compatibility of new technology with the existing culture of organisations, and achieve sustainability of technology and organisational change.

**Keywords:** Information and Communications Technology; Knowledge Transfer; Organisational Change; Leadership; Change Agency; Sustainability.
### ABBREVIATIONS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>CAQDAS</td>
<td>Computer aided qualitative data analysis software</td>
</tr>
<tr>
<td>CIO</td>
<td>Chief Information Officer</td>
</tr>
<tr>
<td>HR</td>
<td>Human Resources</td>
</tr>
<tr>
<td>ICT</td>
<td>Information and Communications Technology</td>
</tr>
<tr>
<td>IRD</td>
<td>Information Requirements Determination</td>
</tr>
<tr>
<td>IS</td>
<td>Information Systems</td>
</tr>
<tr>
<td>IT</td>
<td>Information Technology</td>
</tr>
<tr>
<td>KPIs</td>
<td>Key Performance Indicators</td>
</tr>
<tr>
<td>QASP</td>
<td>Qualitative analysis software package</td>
</tr>
<tr>
<td>RA</td>
<td>Requirements Analysis</td>
</tr>
<tr>
<td>RQ</td>
<td>Research question</td>
</tr>
<tr>
<td>SLA</td>
<td>Software License Agreement</td>
</tr>
<tr>
<td>SPI</td>
<td>Software process improvement</td>
</tr>
<tr>
<td>SQ</td>
<td>Sub question</td>
</tr>
<tr>
<td>UAT</td>
<td>User Acceptance Testing</td>
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