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**ORGANISATIONAL FACTORS THAT CAN AFFECT EMPLOYEE
ACCEPTANCE OF NEW INFORMATION TECHNOLOGY**

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ABSTRACT

The aim of this thesis was to investigate organisational factors that can affect employee acceptance of organisational change involving new information technology. Five studies were undertaken using organisations that had implemented new information technology systems.

The first study involved an analysis of ten consultant reports to explore organisational factors associated with successful and unsuccessful implementations of new technology. Study Two used a semi-structured interview to further investigate these factors in employees of an organisation that had implemented new technology change. In Study Three a questionnaire based on the results of Studies One and Two was given to employees of an organisation involved in a new technology change implementation. The results, while based on a small sample, suggested that factors such as communication, leadership, organisational culture and work and family relationships affect user acceptance of new technology.

Study Four explored some of the factors identified in Study Three on a larger sample. In addition to supporting the importance of these factors, the results suggested that there were differences between different levels of staff in the way these factors affected their acceptance of technology change programs.

Study Five further explored differences between different levels of staff in the way organisational factors affected their acceptance of a technology change program. The results, which were based on a larger sample of employees from the same organisation but in a different capital city, confirmed the influence of the organisational factors in Study Four and again suggested that there were differences in their effects on different levels of employees in the organisation.

The results of the five studies suggest that organisations can assist employees to better accept new information technology change by paying careful attention to the

organisational factors investigated. For example, the results suggest that communication should describe the rationale and benefits of the change and that it should also be regular and use several different mediums to ensure that it is received. Training should be in the context of employees' work and trainers should be knowledgeable and consistent. Managers need to have had sufficient coaching to facilitate the change and respond to employees in ways that enhance their acceptance and build their confidence. Working relationships need to be monitored and supported since some groups might find themselves in new roles that require new skills and working relationships. The organisational culture also needs to be carefully monitored and steps like those above taken to prevent it from being altered in negative ways that affect employees' acceptance of the change process. Finally, the results suggest that a successful implementation of new technology will require monitoring of the change process at different levels of employees in the organisation.