



Effectively Implementing Policies That Mandate the Use of Technology-- A Grounded Theory Study

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+ Background

- Why did I chose this study?
 - My background
 - Former civil servant
 - Former capability manager
 - Victim of SharePoint
 - Relevant to the DoD et al. organizations



Introduction

- Global economic demands require organizations to utilize technology for communication and collaboration
- Knowledge management (KM) and collaboration tools are used for information sharing in global organizations (Hew & Hara, 2007; Kim & Lee, 2006)
- These tools are often ineffectively implemented and not used efficiently within organizations
- To stay competitive, leaders must understand how organizational policies affect their employees' use of collaboration tools and their resultant productivity.
- This grounded theory study explored how organizational policies that mandate the use of technology impact employees' use of technology and resultant perceived productivity



Problem/Purpose Statement

- Global organizations rely on collaboration tools for KM and knowledge sharing
- Although correct technology may be implemented, employees may not use these systems, either effectively or at all (Nyström, 2006)
- A number of hindrances have been identified, such as a lack of management commitment, the employees' expectations, reward systems, and training (Kim & Lee, 2006; Nyström, 2006).
- No study to date has examined the effects of perceptions of organizational policies in regard to the use of technology.
- The purpose of this grounded theory study was to understand how organizational policies affect employees' use and perceived productivity in regard to the use of collaboration tools and to develop a theory about how policies can be better implemented

+ Significance of Study

- This study is important for global businesses that rely on the effective use of collaboration tools
- To achieve the maximum benefit of collaboration tools, leaders must understand how their policies affect employees' usage of said tools and resultant perceived productivity
- Previous studies have examined obstacles to the use of technology (Zawawi, Zakaria, Noordin, Sawal, Junos, & Najid, 2011), but they have not explored how the employees' perceptions of policies can affect their use of technology and resultant productivity
- This study contributed to the body of knowledge by developing a theory about how leaders can more effectively implement organizational policies that will increase the effective use of collaboration tools.

+ Research Questions

- How can leaders more effectively implement organizational policies that mandate the use of technology?
 - How do employees' perceptions of ITCOM's organizational policies affect their use of technology and perceived productivity?
 - How can leaders adapt the manner in which policies are worded to best reach organizational goals; i.e., what policies would be perceived as encouraging to employees in increasing their use of technology to become more productive?
 - How should policies best be implemented to gain maximum receptiveness; for example, should a phased approach be used?
 - What other factors (intrinsic and extrinsic) might affect employees' inclination to use technology/comply with policy

+ Appropriateness of Selected Method and Design

- Because data will consist of individual perceptions versus quantitative data, a qualitative approach is appropriate
- Rich data were collected via interviews in the natural setting in which phenomenon transpired
- No theory currently exists to explain the phenomenon under investigation. GT studies involve the development of a theory.
- GT consists of inductive field work, the collection of data, and generation of a theory or theories.
- Data drove this study versus an existing theoretical framework (GT appropriate)

+ Population

- GS-12 to GS-14, non-supervisory employees
- Minimum SharePoint usage of 1x per week to perform duties
- Participants have been mandated to use SharePoint to perform their work
- 18 participants acquired through snowball and convenience sampling

+ Findings

- Three major themes and eight sub-themes emerged
- First major theme: Leadership
 - Communications Strategy
 - Involvement with and Commitment to the Policy
 - Policy Enforcement
 - Providing Training
 - Stakeholder Involvement

+ Findings Cont'd

- Second major theme: Policy
 - General Content
 - Diction
 - Compliance
 - Time to Comply

+ Findings Cont'd

- Third major theme: Mandated Tool
 - Perceptions of Tool Functionality
 - Initial Reactions to Requirement
 - Phased Implementation
 - Effect on Productivity

+ Recommendations

- Theme 1: Leadership
 - Better communication/STRATCOM
 - Better policy distribution
 - Commitment to change
 - Enforcement of policy
 - Provide training
 - Change organizational culture

+ Recommendations Cont'd

- Theme 2: Policy
 - Should be succinct and clear
 - Should contain guidelines/instructions
 - Should establish metrics to measure productivity
 - Should establish training requirement
- Theme 3: Mandated Tool
 - Should be fully functioning
 - A phased implementation should be considered



Conclusion

- The results of this study provide leaders with an understanding about how their policies affect their employees' usage and perceived productivity of collaboration tools
- This knowledge will allow leaders to adjust and more effectively implement policies to increase the use of technology, productivity, and stay competitive in a global economy
- This study contributed a new theory about the phenomenon under investigation, filling a gap in the existing body of knowledge

+ Questions?





References

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