Implementing a social intranet: A study of organizational readiness for change

Organization and Management

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IMPLEMENTING A SOCIAL INTRANET
− A study of organizational readiness for change

Background and objective of the study

Interest in the topic of the thesis originated from the notion that while social media services have become an integral part of people's everyday life the related practices have not been leveraged in organizations' internal communication. The concept of intranet was chosen to create an understanding of the implications that may be derived from the introduction of social media practices. The theory of organizational readiness for change framed and set boundaries for the research. The objective of the research was to establish how employees' experiences and perceptions of themselves and their organization related to perceived organizational readiness to adopt and implement social intranet practices.

Methodology and the theoretical framework

Empirical data for the research was generated by conducting an on-line survey amongst 80 white-collar workers in one case company. The survey returned a response rate of 93.8%. A theoretical model of organizational readiness for change and its antecedents was adopted to structure the survey. Four main variables were identified: *contextual factors*, *change valence*, *change efficacy* and *perceived readiness for change*. Theories of intranets, Enterprise 2.0 and organizational readiness were leveraged in designing applicable and academically grounded survey items. Survey results were then analyzed using multivariate regression analyses.

Findings

In general, the performed analyses found very little support for the applied theoretical framework. No significant relationships could be established between any of the four main variables. As far as subvariables and individual survey items are concerned, knowledge-sharing intensity and experience following blogs (both under the *contextual factors* variable) were positively associated with *change valence*. Experience following blogs was also positively related to perceived change in task demand (under *change efficacy*). As for readiness for change, situational factors and task demand (both under *change efficacy*) could explain variation in perceived organizational *readiness for change*. Further, background information about the respondents was used to create control variables for the analyses. More significant relationships were found using control variables as independent variables. For instance, respondents who had only recently started working in the case company tended to assess the adequacy of resources for change more positively than their more senior colleagues. Also, female respondents associated more positively than males with adequacy of resources, impending change in task demand, and their organizations ability to quickly change direction if needed. These examples cover only few of the identified significant relationships.

Key words

Enterprise 2.0; Internal corporate communication; Intranet; Organizational readiness for change; Social media; Web 2.0

SOSIAALISEN INTRANETIN IMPLEMENTOINTI
− Tutkimus organisaation muutosvalmiudesta

Tutkimuksen tausta ja tavoite

Kiinnostus tutkimusaihetta kohtaan syntyi käsityksestä, ettei organisaatioiden sisäisessä viestinnässä olla vielä osattu hyödyntää sosiaalisen median käytäntöjä, vaikka ne muuten ovat vakiintuneet osaksi ihmisten arkea. Intranet valittiin käsitteelliseksi lähtökohdaksi, jonka kautta edistettiin ymmärrystä niistä seurauksista, joita sosiaalisen median käytäntöjen käyttöönotto saattaa yrityksissä aiheuttaa. Teoria organisatorisesta muutosvalmiudesta jäsensi ja rajasi tutkimusta. Tutkimuksen tavoitteena oli selvittää, miten työntekijöiden kokemukset ja näkemykset itsestään ja organisaatiostaan liittyvät koettuun organisatoriseen valmiuteen ottaa käyttöön sosiaalisia intranet-käytäntöjä.

Metodologia ja teoreettinen viitekehys

Tutkimuksen empiirinen data kerättiin toteuttamalla kyselytutkimus yhden case-yrityksen 80 toimihenkilön keskuudessa. Kyselyn vastausasteeksi saatiin 93,8 %. Teoreettinen malli organisaation muutosvalmiudesta ja sitä edeltävistä tekijöistä jäsensi laadittua kyselyä. Mallista tunnistettiin neljä päämuuttujaa: *kontekstitekijät*, *muutosarvostus*, *muutostehokkuus*, *koettu muutosvalmius*. Kyselyn kysymysten ja väittämien akateeminen pohja varmistettiin tukeutumalla teorioihin ja kirjallisuuteen intraneteistä, Enterprise 2.0:sta, ja organisatorisesta muutosvalmiudesta. Kyselyvastaukset analysoitiin hyödyntämällä monimuuttujaista regressioanalyysiä.

Tulokset

Yleisellä tasolla analyysit kykenivät tukemaan tutkimuksessa sovellettua teoriaa varsin vähän. Merkittäviä yhteyksiä ei löydetty minkään neljän päämuuttujan välille. Alamuuttujista ja yksittäisistä kysymyksistä tiedonjakamisen intensiteetti ja aikaisempi kokemus blogien seuraamisesta (molemmat kuuluivat päämuuttujan *kontekstitekijät* alle) yhdistyivät positiivisesti *muutosarvostukseen*. Kokemus blogien seuraamisesta oli myös positiivisesti yhteydessä koettuun muutokseen tehtävävaatimuksissa (*muutostehokkuuden* alakohta). Tilannetekijät ja tehtävävaatimukset (molemmat kuuluivat *muutostehokkuuden* alle) taas selittivät vuorostaan vaihtelua *muutosvalmiudessa*. Vastaajien taustatietoja käytettiin tehdyissä analyyseissä kontrollimuuttujina. Useampi merkittäviä yhteyksiä löydettiinkin käyttämällä kontrollimuuttujia riippumattomina muuttujina. Analyysit osoittavat muun muassa, että myöhemmin yrityksessä aloittaneet toimihenkilöt suhtautuivat muutoksen vaatimien resurssien riittävyyteen myönteisemmin kuin heidän kokeneemmat kolleganssa. Samalla naistoimihenkilöt suhtautuivat mieskollegoitaan positiivisemmin resurssien riittävyyteen, tehtävävaatimusten odotettuun muuttumiseen sekä heidän organisaationsa kykyyn muuttaa toiminnan suuntaa tarvittaessa. Mainitut esimerkit kattavat vain muutamia merkittäviksi tunnistetuista yhteyksistä.

Avainsanat

Enterprise 2.0; Sisäinen yritysviestintä; Intranet; Organisatorinen muutosvalmius; Sosiaalinen media; Web 2.0

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1 INTRODUCTION

Web 2.0 with its various applications has made its way to the everyday life of people in developed economies. Wikis, blogs, videosharing and online forums now constitute a natural continuum to traditional media – out of the estimated global active internet audience of 625 million almost two thirds (64.1%) manage their profiles in one or several social networking sites (Universal McCann 2009). As consumers are more and more present in virtual environments, companies are dedicating more of their resources to ensuring their visibility in these new media. Means to reach this end include setting up corporate profiles in social media, delivering marketing messages through hosting services (such as YouTube), and several more.

Yet, advantages of the Web 2.0 technologies are not limited to the interfaces between the company and its outside constituencies, such as consumers, dealers or partners. On top of the external applications, Web 2.0 also offers novel solutions for managing *internal* communication. It helps in managing vast repositories of existing knowledge; allows geographically dispersed teams to collaborate real-time; invites people across functions and divisions to discuss and comment on topics relevant to the business yet beyond these workers' immediate tasks; and so on. Often it is not the lack of knowledge *per se* that is inhibiting knowledge workers in large organizations from doing their job – instead, problems stem from identifying and finding the right knowledge and ultimately the right people behind it.

However, academic literature hasn't been able to keep up with the pace of technological change and Web 2.0 in a corporate setting – in other words, Enterprise 2.0 (see e.g. McAfee 2006) – has been subjected to only a few rigorous studies (Hearn et al. 2009). Academia aside, development in the corporate world has not been equally fast on all frontiers either: especially the traditional industries have been reluctant to see the benefits from the adoption of social media practices. Web 2.0 is primarily perceived as consumer-facing and as such failing to meet the standards in stability, reliability and security set by corporate IT (Gartner 2006).

While using Web 2.0 within organizations have been reported to yield improvements in efficiency (see e.g. Baxter et al. 2010; Berry 2006: Scott et al. 2004), implications can go

beyond what is intended. In addition to the expected effects on efficiency, unforeseeable effects that change the social systems in the organization are likely to occur (Sproull & Kiesler 1991). The variety and scale of intended and unintended effects indicates that the main concern in implementing Web 2.0 in organizations is not about a successful integration of technologies. Instead, changes in communicational practices and subsequent organizational implications are at the core. Accordingly, the present thesis does not focus on the technological challenges of Web 2.0 in corporate use, but studies the organizational change that is required for, and prompted by, the implementation of *social media practices*, as the research context is labeled here. To direct the focus on the internal dimension of corporate communication, *intranets* are regarded as the conceptual platform for understanding the changes implied by social media practices. Even more specifically, theory of organizational readiness for change provides structure for analyzing how people perceive the expected implementation.

Next, section 1.1 of this introductory chapter will provide the reader with basics for understanding the most relevant concepts used in the present thesis. In section 1.2, research questions and subquestions are presented. These questions will frame and structure the conducted empirical research and analyses, findings of which are reported briefly in section 1.3. Section 1.4 ends Chapter 1 by presenting how the present thesis is laid out.

1.1 Key concepts

Despite the claimed gap in research (cf. Hearn et al. 2009), many of the elements more recently brought up under the label of Web 2.0 are not new to the context of internal corporate communication. Aspects such as vertical and horizontal collaboration, organizational learning, improved searchability, and so forth, have been present in the intranet literature during the last decade or so (see e.g. Duane & Finnegan 2003; Stenmark 2003; Curry & Stancich 2000; Damsgaard & Scheepers 2000). Building on the relevant literature, the present research refers to the concept of intranet as a computing network used internally in an organization. The many uses of intranets as well as further specifications are presented in subsection 2.1.1.

However, by specifically building on intranet literature, the present author does not mean to downplay the significance of the emergence of Web 2.0 technologies and practices. The emergence of user-orientation is acknowledged and relevant literature reviewed. In discussing Web 2.0, the following definition by O'Reilly (2006) is used as a starting point:

> "Web 2.0 is the business revolution in the computer industry caused by the move to the internet as platform, and an attempt to understand the rules for success on that new platform. Chief among those rules is this: Build applications that harness network effects to get better the more people use them."

Relevant to the present thesis, McAfee (2006) applied the concept of Web 2.0 in corporate environments and coined the term *Enterprise 2.0*. In his later work, McAfee (2009, 73) gave the following definition:

> "Enterprise 2.0 is the use of emergent social software platforms by organizations in pursuit of their goals."

Synthesizing the literature regarding intranets, Web 2.0 and Enterprise 2.0, the present thesis uses a term *social intranet*. The choice of words reflects the attempt to acknowledge the constantly updating concept of intranet while emphasizing the strong trends implied by the entrenchment of social media and Web 2.0 practices.

Further, a theoretical framework of *organizational readiness for change* is applied to structure and frame the discussion of the organizational prerequisites for implementing the social intranet. Adopting Weiner's (2009) theory, readiness for change is regarded as a construct of change valence and change efficacy. Here, change valence signifies the extent to which the expected change is valued, while change efficacy refers to the perceptions of whether an organization is capable of implementing and executing the change efficiently and successfully.

1.2   Research questions and empirical research

The primary aim of the present research is to answer the following research question:

Research question: How are employees' experiences and perceptions of themselves and their organization related to perceived organizational readiness to adopt and implement social intranet practices?

In order to generate data to answer the question, empirical research was conducted using a survey research method. More specifically, 80 white-collar workers in one case company were surveyed to gauge their perceptions of contextual factors, change valence, change efficacy and readiness for change. Background information of the respondents was also gathered and used to form control variables in the conducted analyses. To discern more detailed relationships within the above-stated research question, four subquestions were posed:

Subquestion 1:   How are employees' perceptions of contextual factors associated with perceived change valence?

Subquestion 2:   How are employees' perceptions of contextual factors associated with perceived change efficacy?

Subquestion 3:   How are employees' perceptions of change valence associated with perceived organizational readiness for change?

Subquestion 4:   How are employees' perceptions of change efficacy associated with perceived organizational readiness for change?

Answering these questions also contributes in testing Weiner's (2009) theoretical framework of readiness for change that was adopted to structure the present research. Findings from the conducted empirical research and data analyses are summarized in the following section.

1.3   Summary of findings

The conducted survey research in case company Pernod Ricard Finland returned 75 complete responses from 80 survey invitees, resulting in a response rate of 93.8%. Data constructed from the responses were subjected to multivariate regression analyses. Altogether 12 different permutations of independent and dependent variables were modeled to study the different relationships. A confidence level of 90% was used to cut off insignificant results.

In general, the analyses found very little support for Weiner's (2009) framework. In most of the models, the explanatory, independent variables derived from theory could not explain variance in the dependent variable. The few exceptions included perceived knowledge-sharing intensity and previous experience in following blogs – both representing contextual factors – that were measured to be positively associated with change valence. The latter of the two, experience in following blogs, was also directly related to positive perceptions of change in task demand – an element of the change efficacy variable. These findings constituted the answers to research subquestions 1 and 2.

As for subquestions 3 and 4 – regarding variables associated with perceived organizational readiness for change – equally minor support was indicated. In fact, change valence showed no significant relationship to *any* of the items that were used to measure readiness for change. On a slightly more encouraging note, two of the three subvariables constructing the change efficacy variable were positively related to readiness for change. These subvariables were 1) perceptions of situational factors, i.e. would the implied change answer to current needs and challenges, and 2) perceptions of task demand, i.e. how well the respondent expects her or himself to cope with the anticipated change in tasks and job description.

The theoretical framework aside, background factors of the respondents, used as control variables in the regression models, showed significant positive relationships in eight of the twelve models. As a more detailed description of findings is presented later in the text, only few examples are raised to the attention here. First, respondents who had only recently started working in the case company tended to assess the adequacy of resources for change more positively than their more senior colleagues. Second, female respondents associated more positively than males with adequacy of resources, impending change in task demand, and

their organizations ability to quickly change direction if needed. However, male respondents were more likely to believe that their organization can successfully implement a change towards a more social intranet. Third, older employees gave more positive assessments of the adequacy of resources as well as their co-workers' ability to easily adopt new tools to help them in their jobs. Being indicated by multivariate regression analyses, all of the above findings and interpretations are subject to the condition that all other independent variables are kept constant.

Before moving onwards to reviewing literature in Chapter 2, layout of the present thesis in whole is presented in the following section.

1.4   Structure of the thesis

Chapter 1 has thus far presented the key concepts on which the present thesis relies, and introduced the research question and subquestions. Findings of the empirical research were summarized before proceeding to lay out the structure of the thesis.

Chapter 2 reviews relevant literature in the fields of intranets; Web 2.0; combination of the previous two, i.e. Enterprise 2.0; and organizational readiness for change. Building from the literature, appropriate research question and subquestions are posed. To frame the subsequent empirical research, Weiner's (2009) theoretical framework of organizational readiness for change and its antecedents is explained and four research hypotheses are postulated.

Chapter 3 creates context for the empirical research by presenting the case company, Pernod Ricard Finland, its structure and affiliations. Further, company's current intranet is reviewed in regards to theory of intranet development.

Chapter 4 explains thoroughly the research methodology, the survey development, piloting and administration, as well as the mechanical data refinement and analysis. Finally, trustworthiness of the chosen method is assessed in terms of reliability and validity.

Chapter 5 examines the findings from each of the twelve models used in the multivariate regression analysis. Whether the hypotheses postulated in Chapter 2 hold, is also evaluated in light of the findings.

Chapter 6 will conclude the present thesis. First, contribution to theory is debated. Second, practical implications are discussed. Third, limitations and shortcomings of the conducted research are assessed. Fourth, avenues and directions for future research are offered.

2 LITERATURE REVIEW AND THEORETICAL FRAMEWORK

The present research studies the phenomenon of perceived organizational readiness for change in the context of corporate intranets and the implementation of social media elements in them. Accordingly, theoretical grounds are provided for understanding both the phenomenon of readiness and the context of intranets and the related social media elements. This chapter starts with reviewing literature regarding the intranet as a means for internal communication and further elaborates the view by presenting the concepts of Web 2.0 and social intranet. Later, theory around organizational readiness for change is reviewed. Chapter 2 ends with identifying research questions and reviewing a theoretical framework by Weiner (2009) adopted in the present study. In sum, the chapter presents central terminology, ties the topic into earlier literature in relevant fields, and argues for the selections made in the process of narrowing down and defining the research setting.

2.1 Intranet as a means of internal communication

The contextual focal point of the study is *intranet*. Far from being unambiguous, the concept of intranet nevertheless provides the reader a sufficient basis for making sense of other, less established concepts of communicational methods. Lehmuskallio (2008, 96) felicitously points out that "[t]here are probably just as many definitions for intranets as there are companies that use them". Despite the potential discouragement, an effort will be made to narrow down the plenitude of descriptions and interpretations for the purposes of this study.

2.1.1 DEFINING 'INTRANET' BY FEATURES AND USES

To better understand what is meant by intranets – and what is not – let us pursue more accurate descriptions. Stenmark (2002) offers a relevant starting point by defining intranets as a result of natural evolution of internet. Along the development and adoption continuum of

the World-Wide Web (see e.g. Berners-Lee et al. 1994), internet solutions were brought inside companies and then protected from the outside world by corporate firewalls. "These corporate-internal webs became known as intranets", declares Stenmark (2002, 1). To be more precise, in his later work, Stenmark (2003) focuses on the technical features that distinguish the intranet from corporate information systems (IS) or information technology (IT) environments: by his definition, intranets are hyperlinked, networked and flexible. Damsgaard and Scheepers (2000) support this by making a distinction that, unlike many IT systems, intranet does not exclude the presence of other systems. It can actually knit them together by providing a unified graphical interface through which one can access and use other systems. Curry and Stancich (2000, 250) follow the lines of both Stenmark, and Damsgaard and Scheepers, by summarizing that:

> "Intranets are private computing networks, internal to an organization, allowing access only to authorised users. They may include an internal "web" along similar lines to the World Wide Web with multiple websites and web pages, electronic mail, newsgroups, online meeting facilities and any number of applications."

Whereas the above definitions concentrate on the different features of intranets, Bidgoli (1999) chooses a solution-oriented approach, pointing out that by leveraging internet and web technologies, intranets can solve organizational problems that would have been earlier tackled with proprietary databases, groupware, scheduling and workflow applications. Intranets have thus either replaced or merged and integrated previous technological solutions. Damsgaard and Scheepers (1999) share Bidgoli's solution-based view of intranets. They see the concept of intranet merely as a corporate application of the internet in that intranets can overcome problems both in information sharing, and in cross-unit (organizational) and inter-platform (global) collaboration.

From another perspective, Damsgaard and Scheepers (1999, 335) introduce five use modes that are loosely linked to the intranet development: starting from the least developed, these modes are publishing, transacting, interacting, searching and recording. The modes were tested and confirmed by Nyström's (2006) research. Further elaboration on intranet usage is implied in Stenmark's (2002) doctoral study, in which he aims to understand how intranet design could support knowledge creation and sharing. Lai (2001) reports of a study that surveyed IS administrators from the 500 largest organizations in Hong Kong. The findings show various perceived benefits that the multiple uses of intranets may yield. These were

factored in four categories: data access, cost savings, communication and management. Although the identified benefits may seem unnecessarily high-level and thus insufficient in analytical accuracy, they serve to point out the breadth and extent of organizational advantages that intranets are perceived to generate.

Adding to the different uses, Curry and Stancich (2000) identify potential value of intranets in terms of information transmission, improved communication flows, knowledge enhancement, sharing of best practices and encouragement of innovation. However, these are not realized by automation, they note, but special emphasis needs to be put in managing the technical and people aspects of intranets. Building on Curry and Stancich and other scholars, Banck and Nyström (2005) sum up that intranets can be leveraged in the following, partially overlapping practices: informational dissemination, integration of organizational elements, and vertical and horizontal communication and collaboration.

The scarcity of intranet definitions post 2005 reflects the rise of supplementary or substitutive concepts. These include terms such as Enterprise 2.0 (McAfee 2006, 2009), electronic working environments (EWEs) (Vartiainen 2006) and enterprise information portals (EIPs) (Scheepers 2006). The "trendy" – as labeled by Lehmuskallio (2008, 96) – conceptual replacements to intranets, such as corporate portals or virtual work desks refer to a narrower set of communication practices and are thus deemed inappropriate or, at least, insufficient for the purposes of the present thesis. To avoid any risk of ungrounded hyping, a deliberate choice is made to build the discussion upon the well-established concept of intranet. This is not to ignore or exclude the highly relevant development trends, new applications and elaborate uses brought up in later literature, but to provide a solid platform upon which to build and against which to compare and reflect. These complementary notions will, however, be dealt with later in this study (see section 2.3 for synthesis).

Summarizing the discussion, the following distinctions and notions will be adhered to in the present thesis to define the concept of intranet:

- Intranets are computing networks (Curry & Stancich 2000) used internally in organizations, and within the organizational firewalls (Stenmark 2002).

- They leverage the internet technology but are excluded from the World-Wide Web, in that the public cannot access intranets from the Web, even though the opposite is possible (Curry & Stancich 2000).

- The many uses of intranet include, but are not limited to,
    - publishing information, transacting with other functionalities, interacting with other individuals and groups, searching for information and recording processes (Damsgaard & Scheepers 1999, 2000);
    - collaborating vertically and horizontally (Duane & Finnegan 2003); *and*
    - enhancing knowledge and encouraging innovation (Curry & Stancich 2000).

- As different sets of uses are applied in different intranets, intranets look different compared between organizations.

- Further, as intranets develop over time and become more complex in structure and content (Damsgaard & Scheepers 2000), they also seem different when compared over time.

2.1.2 A STAGE MODEL OF INTRANET DEVELOPMENT

As the different uses associated with intranets range from the static practice of unilateral publishing (see e.g. Damsgaard & Scheepers 2000) at one end, to a much more elaborate and dynamic exercise of horizontal collaboration (see e.g. Lehmuskallio 2008) at the other, further structure is called for in order to better understand the possibilities and trade-offs. *First*, not all intranets incorporate all of the possible features or support every single one of the uses listed above. This, nevertheless, does not exclude them from being intranets. Thus, the technical definitions for intranet (see e.g. Curry & Stancich 2000, Stenmark 2003) leave room for a number of applications and uses making any given group of intranets notably heterogeneous in nature. *Second*, intranets evolve and develop, and do not have an ultimate end where they would be "finished" or "done" (Lehmuskallio 2008, 96; Damsgaard &

Scheepers 2000). Therefore, intranets may look very dissimilar to one another if a comparison is made over time. Thus when a concept of intranet is defined, it is implicitly described in terms of development and maturity. Initial versions of intranets may be nothing but electronic bulletin boards for top management to push their messages. In contrast, the later, browser-based editions may be integrated to other corporate information systems to such extent that it becomes impossible for the user to distinguish whether she is using the actual intranet or not, as anticipated by a senior manager quoted in Damsgaard and Scheepers (2000, 143).

To help analyze the distinct phases in intranet development, a stage model by Damsgaard and Scheepers (2000) is presented and discussed below. The model builds on earlier research on managing organizational computer resources – most notably that of Nolan's (1973) – without ignoring the interpersonal aspect as represented by Lawless and Price (1992), and Järvenpää and Ives (1996). Later, the model has been commented on and tested rigorously (see e.g. Scott et al. 2004; Stenmark 2002, 2003). As such, Damsgaard and Scheepers' model contributes to distinguishing between different phases along intranet development, identifying potential crises and connecting different phases to different uses of intranet. This is highly relevant for understanding the process of implementing more social features in the intranet – a topic more extensively covered in section 2.3. Next, the stage model is considered in further detail.

Building on Nolan's (1973) stage hypothesis of managing computer resources, Damsgaard and Scheepers (2000) suggest an iterated, updated version to be applied to the case of intranets. Not subscribing to Nolan's evolutionist view, according to which entities ultimately reach their ultimate perfection, Damsgaard and Scheepers construct their four-stage model around three existential crises that can send the intranet into stagnation – should the crises realize. The authors apply the so-called seven S taxonomy by Pascale and Athos (1981) to analyze and discuss each of the four stages. The taxonomy views the stages from the following perspectives: strategy, structure, systems, staff, style (of management), skills and superordinate goals (Damsgaard & Scheepers 2000). Of the seven S's, the present author especially considers the style of management in the following elaboration of each stage.

In the first stage, *initiation*, the intranet needs to be "grabbed" (Damsgaard & Scheepers 2000, 137) by a sponsor to guarantee sufficient resources for launch and initial management. The bottom-up efforts of technology champions are crucial in bringing the new initiative into the knowledge of potential sponsors. Without a nurturing sponsor with abilities to marshal the

necessary resources, intranet will not evolve beyond being a mere experiment of an enthusiastic technology champion. As for the typical management style, in the initiation stage, management is unaware (suspicious, at the most) of the intranet and thus plays no active role. (Damsgaard & Scheepers 2000.)

In the second stage, *contagion*, the intranet may face a crisis of failing to gather a critical mass[1] of both users and content. Without both sufficient users *and* content, the intranet will regress back to experimental level. Concepts of *reach* (to attract users) and *range* (to provide sufficient content) are used to depict the dual nature of this stage. To ensure that the required range is achieved, a *laissez-faire* management style is adopted: the quality of content is of secondary importance, the main emphasis being on quantity. (Damsgaard & Scheepers 2000.)

In the third stage, *control*, a crisis of lacking order may emerge as the pervasiveness of the intranet has increased to reach the critical mass of users and range over sufficient content. Lack of order and control is an anticipated consequence of the *laissez-faire* management applied in the previous stage. If no control mechanisms are applied, the "wilderness of information" (Damsgaard & Scheepers 2000, p. 138) deteriorates the usability of the intranet. Those responsible for the intranet are warned of false complacency after having successfully passed the previous crisis of critical mass. Outdated information and broken links yield mistrust towards the intranet and direct people to other sources for their information needs. As a counteraction, a more formal management style is introduced aiming for standardization and control over the content. (Damsgaard & Scheepers 2000.)

Only through carefully managing the three aforementioned crises can the intranet reach its final, fourth stage, integration where it becomes incorporated in the organizational practices. Here, a partial transparency is reached, as most of the users cannot necessarily distinguish whether they are using the intranet *per se* or some of the attached, parallel systems. As the intranet has now become the institutionalized platform for conducting most organizational routines, management shows particular commitment towards it. (Damsgaard & Scheepers 2000.)

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[1] Although borrowed from a discipline far beyond the realms of this study, namely nuclear physics, the concept of *critical mass* serves as a valuable metaphor in depicting what is required for a successful intranet adoption. As Damsgaard and Scheepers (1999, 355) explain "[...] critical mass refers to the minimum amount of fissionable material that is needed to start a self-sustaining chain reaction (i.e. an atomic bomb)."

Before proceeding to discuss the commentary and critique directed at their model, it deserves to be noted that Damsgaard and Scheepers (2000) do not claim that all intranets should advance through the stages in sequence. While asserting that intranets most likely do evolve through all the four stages, the researchers suggest that different elements and features of the intranet may be unsynchronized in terms of development. Less sophisticated features, such as publishing, may already be widely adopted and integrated when simultaneously more sophisticated practices, for instance searching and recording, are stuck in the contagion stage craving for critical reach and range. Seeming linearity of the model is thus a simplification and not to be taken unconditionally.

In response to the model by Damsgaard and Scheepers (2000), Stenmark (2003) argues that the management approach generally applied in intranet policies has lost touch with the guiding principles of the World-Wide Web, as originally outlined by Berners-Lee et al. (1994) – namely heterogeneity, non-centralization, and distributed and remote access. He argues against the mechanistic, standardized approach that is claimed to have its roots in the management infrastructure and information system literature (Stenmark 2003). The control paradigm questioned by Stenmark is strongly present in Damsgaard and Scheepers' (2000) stage model: after all, their solution to creating structure to the myriad of information pieces is an application of top-down standardization and formalization.

Somewhat one-sidedly, Stenmark (2003) directs his criticism at Damsgaard and Scheepers' (2000) model as a whole ignoring the explicit attempt of the latter scholars to construct a framework that addresses stage-specific challenges and proposes respective solutions to those. Control and standards are presented as a solution to managing the chaotic mass of information in one particular stage (control stage), whereas earlier in stage two, it was the *laissez-faire* style that was seen to work in favor of content creation (Damsgaard & Scheepers 2000). Thus, contrary to Stenmark's claims, Damsgaard and Scheepers do not blindly believe stringent control to be the one and only way to manage intranets. Instead, they call for different, stage-related methods to be applied at each phase.

Nevertheless, two questions arise from the discussion over the appropriate management style. *First*, Stenmark's (2003) notion of the aforementioned, potentially outdated management paradigm of a controlling approach encourages scholars and practitioners to reflect on the true

identity of intranet. Are intranets direct derivatives, and as such, stably rooted in the origins of the World-Wide Web, as defined by Berners-Lee et al. (1994)? Or are we seeing merely a more elaborate version of an organizational information system that should be managed accordingly? *Second*, and in regards to the stage-specificity of intranet implementation, one could argue for a more cyclical conceptual framework, where stages overlap and intertwine. In such environment, is it plausible to apply controlling managerial measures in search for managing the information flood, without this having a counterproductive effect on other intranet practices, such as collaborative knowledge creation?

2.2   Users and services at the core – Web 2.0

As Stenmark (2002) observes, the inception of corporate intranets was originally a natural continuum to the emergence of the World-wide Web. It would thus be absurd to discuss intranets and their development in isolation from the recent development of the Web and the trends that emerge among the users of internet – outside the organizational firewalls, that is. One of the most powerful amongst these trends is the rise of user-centered sites in which the users are no more regarded as passive consumers of the displayed information, but where they actually contribute in generating content (see e.g. Kaplan & Haenlain 2010; Grosseck 2009; Hearn et al. 2009; Creese 2007).

Technology writer and publisher Tim O'Reilly has been credited for coining the term Web 2.0, which has since been used to label the trend of user-centeredness. Web 2.0 first served as a marketing concept for a 2004 conference hosted by O'Reilly and Associates and MediaLive International. According to O'Reilly's (2005) own report, the concept of Web 2.0 was originally a result of a brainstorming session where he and his colleagues identified development trends in the aftermath of the bursting of the dot-com bubble in late 2001. Their observation then was that the web *per se* had not "crashed" and that the companies that had survived the collapse shared common features. The group proceeded to mark the claimed turning point by entitling the subsequent era that of Web 2.0 (as opposed to the more static Web 1.0, which, for obvious reasons gained relevance as a label only after the introduction of the claimed second generation of Web).

Reacting to the vivid debate and derivative interpretations that soon emerged around the concept, O'Reilly (2006) gave Web 2.0 the following definition:

> "Web 2.0 is the business revolution in the computer industry caused by the move to the internet as platform, and an attempt to understand the rules for success on that new platform. Chief among those rules is this: Build applications that harness network effects to get better the more people use them."

This definition did not suffice to grasp all aspects of the phenomenon and, while Web 2.0 as such became an established term, scores of more elaborate definitions and depictions arose. For instance, Creese (2007) asserts that connection, flexibility and communication characterize Web 2.0 – as do web services that enhance personalization, contribution, networking and interaction. Moreover, Grosseck (2009) adds that Web 2.0 allows people to collaborate, to get actively involved in creating content, to generate knowledge and to share information online. Also, Web 2.0 is claimed to be distinguished from its predecessors by being a platform where content and applications are continuously modified by all users in a participatory and collaborative fashion (Kaplan & Haenlain 2010). Further, Web 2.0 is said to draw from the collective expertise of all its users, unlike its precursors (Kolbitsch & Maurer 2006).

Given how widely the concept of Web 2.0 has been adopted, O'Reilly's (2006) definition is somewhat narrow – in response, the later academic accounts, presented above, have arguably broadened the scope. McAfee (2009) addresses the issue by observing that O'Reilly's definition – while helpful as such – is directed exclusively to the computer and the high-tech industry. To make it applicable also outside these industries and useful to professionals who are not directly involved in developing applications, McAfee highlights three trends that enabled and sparked the transition from Web 1.0 to Web 2.0.

First, McAfee (2009) distinguishes between two methods for communication and interaction: channels and platforms. Channels – such as e-mail, text messaging and instant messaging (IM) – keep the delivered information private and visible only to the sender and the recipient(s). The wider collaboration patterns are not observable and the channels often do not leave a trace of communication to be consulted afterwards. In contrast to channels, the guiding principle of platforms is that the information is widely visible (to all those who have

access), the message isn't necessarily directed to any given person, and the communication is persistent (it can be consulted and searched for afterwards).

Second, McAfee (2009) asserts that, along the emergence of platforms, a fundamental shift, in regard to how work on those platforms was to be done, took place: pre-defined structures as for how the working processes should fold out were abandoned. Web 2.0 entrepreneurs and technologists did not want to impose structures that would dictate the workflows, decision rights, interdependencies between users, or information specifications. McAfee draws links all the way back to Frederick W. Taylor and scientific management, as well as to W. Edwards Deming and Joseph Juran, initiators of the quality revolution, to express how deeply the paradigm of imposed structure is rooted. Obviously, such liberal approach would not fit all circumstances, yet examples, such as Wikipedia, go to demonstrate how democratized ways of working may yield unexpected outcomes.

Third, McAfee (2009) points out that the lack of imposed structure does not turn Web 2.0 into a chaotic sandbox of all involved – instead, mechanisms that let structure emerge, exist. At first appearance, the mass of content featured in the Web and the pace with which it increases and updates, seem to make any attempts of classifying it useless. This truly is the case when one tries to force the content into a taxonomical categorization. However, mechanisms, such as hyperlinking and tagging, can be leveraged to automatically organize information that has been created with no central coordination and with no demand to assign new content to specific classes.

Another approach to finding the core of Web 2.0 is to outline a set of 8 principles, which explain and concretize the relevant aspects of the concept (Levy 2009). First, Web 2.0 sees Web itself as a *platform* on which application can be built, and not as an application *per se*. Second, applications are not, however, the absolute essence of Web 2.0 development, but have been superseded by *services*. Third, *users* have become more active and are now playing the part that in the corporate world once belonged to content managers and content experts (a trend that seems to defy the term "users"). Fourth, service architecture leverages *network effects* and thus services themselves become better the more they are used.

Fifth, collective intelligence of what is called the *long tail* should not be undermined: Web 2.0 harnesses the intelligence of the mass of users behind the top 20 per cent, constituting a

group, which the companies cannot afford to ignore. Sixth, for services to have a competitive edge, they need to have *content at their core*. Even if the original content is not provided by the service provider, complementary content must be generated to add value to the user. Seventh, development of Web 2.0 service is not structured around large-scale launches of new generations. Instead, users participate in the quality assurance process following an approach labeled as the *perpetual beta*. Eighth, and in its technicality, beyond the scope of the present study, Web 2.0 software development takes use of *small modules* and protocols such as the AJAX to ensure a *rich user experience*. (Levy 2009.)

As Levy's eighth principle illustrates, there is an enabling technological aspect in the emergence of Web 2.0. However, the inspiration for the present thesis and legitimation for claims that there is something revolutionary in Web 2.0, derive from its cultural implications. Accordingly, when referring to Web 2.0 in the present study, a term *practices* is preferred over *functionalities*, *applications*, *solutions* or others of the kind. The rationale behind the distinction is that, when harnessed to benefit internal corporate communications, the focus of Web 2.0 is not in the technologies *per se*, but in the communicative and discursive culture that these technologies provide (see e.g. Hearn et al. 2009). Implications to communicative practices and organizational culture are discussed next in section 2.3.

Summing up the debate over the multiple meanings of Web 2.0, Holtz (2006, 25) notes that – even if some find the concept of Web 2.0 forced and artificial – it is nonetheless useful "*to have labels that explain things that cannot be easily catalogued under old definitions*".

2.3   Towards social intranet –Web 2.0 changing internal communication

Acknowledging the many implications of Web 2.0 on different facets of corporate life, the present research narrows down the focus by studying how the emergence of a new kind of Web can change the corporate intranets and, more broadly, the practices of internal communication in organizations. First, subsection 2.3.1 will introduce the concept of Enterprise 2.0, new practices associated with it and technologies enabling the change in

practices. Second, subsection 2.3.2 presents a dichotomy between two levels of effects – efficiency and social – that are claimed to result from implementing new technologies. Finally, subsection 2.3.3 discusses the managerial implications of the varying effects.

2.3.1 NOVEL PRACTICES AND TECHNOLOGIES OF ENTERPRISE 2.0

Fundamental change is predicted to take place in the field of business communication as a result of the rising interest towards Web 2.0 and social computing (Jackson 2007). Reflecting the recent development more deeply, Levy (2009) draws an analogy according to which the corporate adoption of internet practices – which yielded the rise of intranets in latter half of the 1990s – is similar to the current implementation of Web 2.0 infrastructure and tools. The result of the latter is labeled *Enterprise 2.0* (McAfee 2006, 2009; Chi 2008; Levy 2009).

Before proceeding to discuss the corporate applications of Web 2.0, or Enterprise 2.0 in short, a disclaimer should be offered. Web 2.0 is not an exogenous force that would affect and thus change intranets: it does not revolutionize the concept of intranet or render it obsolete. Instead, the development trends now categorized under the label of Web 2.0 are similar to those reflected in the elaboration and development of intranets. Many of the collaborative features leveraging network effects and dispersed user contribution were given attention in the intranet literature before Tim O'Reilly coined the term Web 2.0 in 2004. Intranet and Web 2.0 practices have thus not been insulated from one another. Yet, as a concept, Web 2.0 provides a more thoroughly researched and a more precisely defined domain as well as a more established terminology for understanding the change towards a more social intranet.

Andrew McAfee (2006) first coined the term Enterprise 2.0 by associating it with platforms bought or built by companies to make visible the practices and outputs of their knowledge workers. Later, he assigned it the following, more precise definition (McAfee 2009, 73):

> "Enterprise 2.0 is the use of emergent social software platforms by organizations in pursuit of their goals."

Although Enterprise 2.0 is distinct from earlier knowledge management tools in that its focus is on the practices and output, instead of technical features (McAfee 2006), there are some technologies that play an inherent part. McAfee (2006, 2009) uses the acronym SLATES to summarize these technologies. The sextet behind the acronym consists of the following terms: search, links, authoring, tags, extensions and signals – each are elaborated in the next two paragraphs.

The value of any platform is in ensuring that users can find the information stored in or created on the platform. Powerful search engines and, in general, poorly laid-out corporate portals have encouraged people to rely on keyword *searches*. However, search engines, such as that of Google's, will only return satisfying results when there is a dense *link* structure covering the searched sites. Search results are ranked and their relevance gauged based on how extensively individual sites are being linked to from other sites[2]. In the case of corporate intranets, link structures are often weak as rights to create links are usually in the hands of only a small group of content providers or web developers. To enable for denser structures, linking rights need to be assigned to larger groups of people. Moreover, to harness their contribution, user-friendly *authoring* tools are required. The most common examples of these are blogs (for individual authoring) and wiki platforms (for group authorship). (McAfee 2006, 2009.)

Links and subsequent improved searchability do not remove the need for categorization of content. Nevertheless, predefined taxonomies can hardly keep up with the fast expansion of user-generated knowledge. Abandoning taxonomical thinking, the categorization task can be outsourced to users by allowing them to use *tags*, one-word descriptions of the content. Folksonomy, as the practice is termed, distinguishes from taxonomy in that it is usually not multi-level or hierarchical and that the formed classification can be redundant. However, the advantage of tags and folksonomy is that they let information structures and relationships emerge to reflect how users actually see them, instead of resorting to classification designed in advance, in one point of time and usually by a single person or a group of few at best. Tagging will also allow for more sophisticated functions. Algorithms leverage tags to suggest

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[2] As reported by McAfee (2009), Google's founders, Larry Page and Sergey Brin – then PhD students at Stanford University – designed their search algorithm after being inspired by the established method according to which academic papers are judged by the number of times they have been cited in other papers.

users further content – *extensions* – based on their earlier activity. Despite folksonomy-based classifications and automated extensions, users are still facing a mass of constantly updated information that can be difficult to structure and react to. The final element of the SLATES infrastructure, technology to *signal* users, answers this demand. The most advanced of the current solutions is RSS (which usually refers to "really simple syndication", see Holtz (2006) for alternative interpretations), an open source standard that generates short notices of updates from all sites the user is willing to follow, on one platform. (McAfee 2006, 2009.)

Even though McAfee's (2006; 2009) depiction of relevant technologies is made to provide a basis for understanding the construct of Enterprise 2.0, thus implying a corporate viewpoint, the SLATES elements are nonetheless applicable also to the Web 2.0 context outside corporations. Manifesting the close, two-way association between the two concepts, Chi (2008) argues that Enterprise 2.0 simply refers to the adoption of Web 2.0 tools by corporations. Levy (2009, 125) concurs with Chi: "Enterprise 2.0 symbolizes implementation of the Web 2.0 infrastructure and/or tools by organizations".

2.3.2 A DICHOTOMY OF EFFECTS

Literature provides a number of arguments to legitimate the adoption of Web 2.0 infrastructure in corporate environments. Baxter et al. (2010) suggest that individual authoring tools such as corporate blogs can enhance organizational learning, and project management of geographically dispersed project teams. Berry (2006) studied the implications of asynchronous online discussion to organizational communication, team processes and decision making. Furthermore, Scott et al. (2004) report of remarkable financial returns as a result of implementing community-building and employee-empowering knowledge management systems.

Jackson (2007) draws from the work of Sproull and Kiesler (1991) and refers to arguments like the ones above as intended *first-level efficiency effects*. She argues that usually organizations adopt novel technologies to increase the efficiency of particular processes. However, beneath the intended effects lies another level of unintended implications. These are referred to as the *second-level social effects* (Sproull & Kiesler 1991): "[…] effects that

change the social system in which the process is embedded" (Jackson 2007, 4). Given the vantage point and research question of the present thesis (see section 2.5 for research question and sub-questions) the term "effect" should be used with caution. Here, the reader should not be misled to think that the technological infrastructure would only unilaterally affect the organizational social system and culture. Instead, a bilateral nature of the two is suspected and the cultural features *enabling* a successful adoption of Web 2.0 technologies are studied as well.

Being cautious and suspicious of the direction of the postulated causalities is not meant to distract the reader from seeing the value in the dichotomy by Sproull and Kiesler (1991). While not necessarily sharing the terminology, a number of scholars support the view that introducing Web 2.0 infrastructure in corporations may yield results beyond the intended technical improvements or, alternatively, require a more profound shift in organizational practices in order to be successful. Hearn et al. (2009) make a case that the new media communicative ecology consists of three co-evolving layers: the social, content and technology layer. Accordingly, they provide future implementers an operational imperative to respect the social context and recognize multi-causality. Levy (2009) states that the successful implementation of Enterprise 2.0 is not driven by adoption of tools, but by adoption of principles. Stenmark (2003) suggests that, even though introducing social intranet technologies causes attitudinal changes, it seems plausible that these technologies can be better leveraged in organizations where an open attitude already exists.

2.3.3 THE CONUNDRUM OF MANAGEMENT CONTROL

Regardless of whether the technical implementation of social intranet features is believed to affect the social system or vice versa, a relationship between the two is evident. In many accounts organizational culture and adjacent management style are perceived as the most important constructs of the social system. Acknowledging that Enterprise 2.0 and its democratized communication practices – such as blogs and wikis (see e.g. McAfee 2009) – are exceptionally strongly related to a demand for open culture, social systems within organizations have nevertheless played a significant role also in the context of more traditional intranets. For instance, Damsgaard and Scheepers (2000) discussed the appropriate

management styles in regard to different stages of intranet development (see subsection 2.1.2 for a description of the stage model). Curry and Stancich (2000) argued that a successful intranet implementation requires a shift in the organizational culture to foster networking and information sharing behavior.

A recurring theme in the discourse of appropriate management style is the extent of control that is to be applied in administrating the implementation of intranet or Web 2.0 technologies and in coordinating the content generation. As discussed in subsection 2.1.2, Damsgaard and Scheepers (2000) suggest a distinct management style for each stage of intranet development ranging from *laissez-faire* through formal control to full commitment.

Providing an example of the control-emphasizing views, Levy's (2009) concern is that allowing overly loose control and relying on people's altruism will not generate the same critical mass in the organizational world as it does in the Web. Her concern is justified as many of the Enterprise 2.0 functionalities, such as link-based searching and recommendations by extension (see McAfee 2009) can only be leveraged if a sufficient extent of content and number of active contributors are present. For reasons of scale, many companies can only dream of achieving these – be it by applying control or relying on people's voluntary contribution. Further, Argenti (2006**,** 364) is concerned that the "[i]ncreasingly sophisticated front-end communication technology", having remarkably increased the extent and speed of communication, poses a threat to a consistent communication strategy.

On the other hand, accounts defending non-controlling, democratic management styles and bottom-up approaches are easy to find. Building on the inception and development of Web 2.0 McAfee (2009) shows confidence in emergent structures that will make corporate content accessible and organized with no top-level coordination applied. He further illuminates the issue of uncoordinated content creation with a case example where he contrasts the authoring process of the internet encyclopedia Wikipedia with the respective process of its much more rigorously managed and structured, yet completely failed, predecessor Nupedia. Wikipedia shows how reliable knowledge can be created in an egalitarian, collaborative fashion. Stenmark (2003) compared intranet characteristics with creativity-enabling factors and concluded that intranets can only support knowledge creation in organizations where desire for control is not the ruling driver of managers but where, instead, organizational members are empowered to take a more active role. Butler (2003) shares Stenmark's view asserting that

conflict and change management issues are more likely to arise where a top-down approach is preferred over a bottom-up one. Based on McAfee's (2009, 73) definition and the SLATES technologies, Enterprise 2.0 demands less hierarchical and more decentralized organization and decision making while it also provides answers to the subsequent questions regarding information searchability and consistency.

Finally, reports synthesizing controlling and liberal management styles have been presented as well. Curry and Stancich (2000) emphasize the strategic role that intranets bear in organizations and warn of sub-optimization if control over content and structure is given to technical staff. However, their proposition does not involve a bottom-up approach, but something of an interim solution: intranet policies should not be dictated but control over implementation is to be assigned to individual website groups. Further, these groups still need to adhere to stringent structural requirements designed by a corporate-wide committee. Also Duane and Finnegan (2003) balance between the two extreme alternatives. Having studied a successful intranet implementation case at Hewlett Packard (HP) Ireland, they report that in early stages the HP intranet grew organically with no control mechanisms applied. However, as the intranet progressed through more and more complex stages, the extent of control was increased in respect. A truly synthesizing notion here is that there was no perceived tradeoff between applied control and broad participation. Both managers and users of intranet reported that the implementation of control activities was a key factor to rapid growth and perceived empowerment.

2.4   Organizational readiness for change

Organizations need to be receptive and open to change in order to adapt to and leverage the constant variation in their environment (Bouckenooghe et al. 2009). Playing its part in responding to this call, intranets are by no means insignificant in the era of uncertainty and ceaseless change. Pitt et al. (2001) suggest that, in addition to being media for the change message, corporate intranets can even be considered as catalysts for change. Despite the piquancy of this research avenue, it is nevertheless left for future studies to cover. Instead, the present thesis emphasizes the extent of organizational change *required* (rather than initiated)

by the successful implementation of new type of a corporate communication platform – the social intranet.

The domain of organizational readiness for change was chosen to frame the present research on the adoption and integration of social media practices in corporate intranets. Organizational readiness for change has been mostly studied in the context of large-scale organizational disruptions, early examples of which include a major turnaround involving global expansion (Armenakis et al. 1993), a conversion from individual to team-based selling (Eby et al. 2000), and an extensive organizational restructuring entailing staff reductions (Cunningham et al. 2002). In comparison to the foregoing rather severe examples, integrating new technologies to existing intranets may seem a somewhat mechanistic and trivial task. However, technical issues constitute only part of the transformation to a social intranet. Constituting a more crucial challenge, a critical mass of both users and content needs to be achieved if the promised benefits of social intranets are to be redeemed (McAfee 2009). Failing to reach and involve the users will prohibit the intranet from developing to a more sophisticated level and only send it to stagnation (Damsgaard & Scheepers 2000). Once the change has been actuated, the subsequent effects extend beyond potential improvements in efficiency, to the social systems on, and across, all organizational layers (Sproull & Kiesler 1991).

Readiness for change – manifested in organizational receptivity and openness – has often been regarded only as a means to decrease resistance (Armenakis et al. 1993). Indeed, Eby et al. (2000) claim that in understanding sources of resistance, studying employees' perceptions of their organization's readiness for change plays a key role. The present thesis adopts the viewpoint of Armenakis et al. and makes a conceptual distinction between resistance to and readiness for change: the latter is not only conceived as an instrument to lower the former. Rather, readiness for change is regarded valuable in its own right, in enabling a successful change, and not merely as a prescriptive means to decrease resistance. Furthermore, choosing readiness over resistance as a frame for a change project supports the image of managers as proactive change agents, instead of reactive observers (Armenakis et al. 1993).

In search of better understanding the multiple factors affecting the creation of readiness for change, Armenakis et al. (1993) proposed the framework shown in Figure 1.
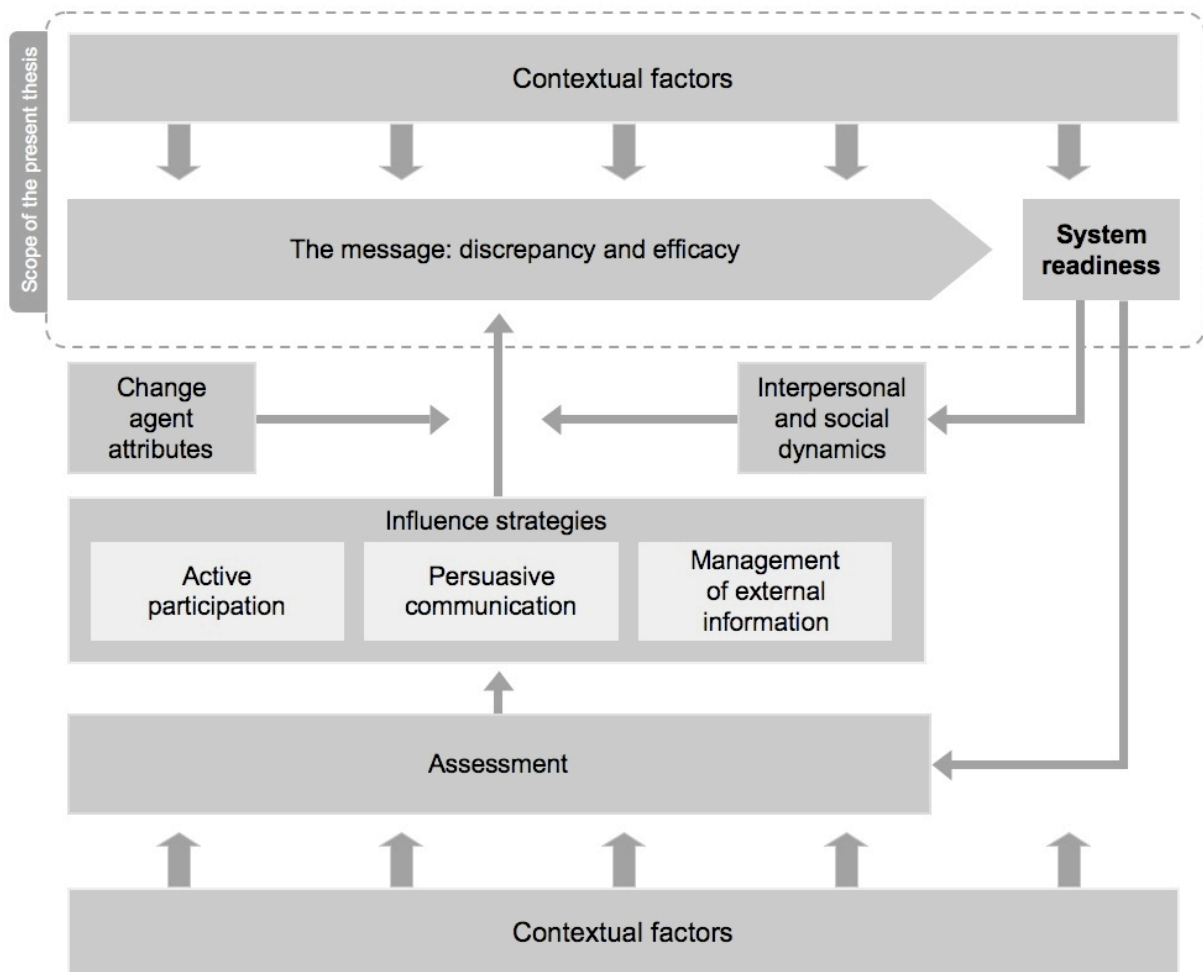
Figure 1: Creating readiness for change (adapted from Armenakis et al. 1993)

In short, change agents use different *influence strategies*, such as active participation, persuasive communication and management of external information, in creating readiness. Their endeavors are affected by their own *attributes*, and *interpersonal and social dynamics* in between the agents and other actors in the organization. All of the above shape the *message* for change, the "primary mechanism for creating readiness" (Armenakis et al. 1993, 684), and how it is being delivered. The message itself has a dual purpose. First, it needs to address an urgent need for change, i.e. a *discrepancy* between present conditions and the desired end-state. Second, perceived individual and collective ability to change – change *efficacy*, that is – should be bolstered. Success in delivering an appropriate message will eventually determine

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the *system readiness* for change. Furthermore, the *assessment* of readiness contributes to future influence strategies, thus complementing an iterative process. Finally, the entire process of creating readiness for change is subjected to *contextual factors*. (Armenakis et al. 1993.)

Comparing the framework by Armenakis et al. (1993) with research by Cunningham et al. (2002) underlines the change-agency-orientation of the former. Whereas the attributes held by and strategies used by change agents and managers are in the center of the study by Armenakis et al. in explaining the creation of readiness, Cunningham et al. lay emphasis on the individual workers – the objects of change – and their attributes and perceptions. Even though the two studies do not share a common vantage point, intersections exist as the very same elements of readiness for change are discussed by both studies.

Weiner et al. (2008) conducted an extensive review of literature[3] regarding the organizational readiness for change. Their analysis concluded that the concept of organizational readiness for change should only be used to refer to conceptualizations where both organizational members' motivation and capability to implement change are being theoretically discussed. Respective links from what Weiner et al. (2008) label *motivation* and *capability,* to perceived *discrepancy* and *efficacy*, as framed by Armenakis et al. (1993), are obvious.

Taking into account the extent of the literature on and the number of perspectives from which readiness for change has been studied, a deliberate choice was made to build on the particular factors in the Armenakis et al. (1993) framework and narrow down the scope of the present study to focus on the attributes of a meaningful change message: discrepancy and efficacy. The intent is not to downplay the significance of other factors. On the contrary, the impact of influence strategies, and inter-personal and social dynamics are well acknowledged, but deliberately left outside the center of the present research. This narrowing is in line with the aim of the study, i.e. understanding the relationship between perceived organizational readiness for change and its direct antecedents, such as perceived discrepancy or efficacy. Studying the strategies used, or attributes held, by internal or external change agents, goes

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[3] The review started with a pool of 1469 articles, which was further narrowed down via a 3-step process to contain 106 peer-reviewed articles. These articles were then analyzed to improve understanding of definitions of, methods for measuring, and conceptual ambiguities related to organizational readiness for change. (See Weiner et al. 2008.)

beyond the realms of the present research. Change-agent-perspective, as chosen by Armenakis et al. (1993), is thus of secondary importance and the constituents of the change message – discrepancy and efficacy – are studied from the change-object-perspective, putting emphasis on the individual workers.

To provide grounds for the stated perspective, the following subsections will elaborate the concepts of discrepancy – communication of which is referred to as change valence – and efficacy. Hereafter, the present thesis will refer to change valence as the extent to which the organizational members *value* the expected change. In turn, change efficacy carries the meaning of the extent to which the organizational members perceive their organization is *able to deliver* the expected change.

2.4.1 COMMUNICATING DISCREPANCY AND CREATING VALENCE

According to Armenakis et al. (1993), organizational change agents need to generate a feeling of discrepancy between the organization's present state and the desired end-state, thus signaling a need for change. The content of the message needs to be consistent with external contextual factors affecting the organization. However, attempts to turn the perceived discrepancy into productive action may be undermined by disbelief in the appropriateness of the end-state. One should thus not be satisfied with only communicating the gap between the two states, but ensure that the organizational members – the enactors of change – value the proposed end-state and deem it worth pursuing. In sum, communicating the discrepancy should explicate where the organization is at the present, where it wants to be and why the end-state is appropriate and pursuable.

Armenakis et al. (1993) note that discrepancy has also been discussed using different phraseology. For instance, in a more recent account, Weiner (2009) states that one of two major antecedents of readiness for change is *change valence* (the other being change efficacy, as suggested also by Armenakis et al.). Whereas the earlier account speaks of perceived discrepancy and appropriateness of the end-state (Armenakis et al. 1993), Weiner (2009) delivers a similar message – albeit using different words – by asserting that change valence can be measured by inquiring whether the change is needed, important, beneficial or

worthwhile. As the research setting of the present thesis leans heavily on Weiner's framework (presented later in section 2.6), the term *change valence* – rather than e.g. perceived discrepancy – is used to signify the extent to which the expected change is being valued in the organization.

2.4.2 BOLSTERING EFFICACY

Regardless of an individual's perception of discrepancy between the current and target state or for that matter the appropriateness of the latter, readiness for change may not result if organizational members do not believe in their capability to correct the discrepancy (Armenakis et al. 1993). Moreover, the change target's confidence in being able to overcome the discrepancy should be bolstered. This confidence is referred to as *change efficacy*.

Cunningham et al. (2002) defined the concept of an individual's self-efficacy in terms of having an active approach to work problems and being confident in their ability to cope with job change. Their study found evidence that workers, who were more active and confident, also had higher readiness for up-coming change.

The present thesis relies on observation, "self-efficacy is a comprehensive summary or judgment of perceived capability for performing a specific task" (Gist and Mitchell 1992, 184). It is not an over-arching feeling of the situation but a result of a deliberate assessment of different determinants of implementation capability. Building on social cognitive theory, Weiner (2009) proposes that these determinants are the following: situational factors, resource perceptions and task demands. More elaborately, organizational members assess whether the expected change can be successfully implemented given the current situation they are facing, whether the needed financial, human and informational resources are within their reach, and whether they know which particular tasks need to be performed to implement the change.

2.5 Identification of research questions

The foregoing review of literature summarized prior research on the subjects of intranets, Web 2.0 and their fusion, Enterprise 2.0 or *social intranet* as it is hereafter termed in the present thesis. This has formed the context for the study. Further, the review also discussed the phenomenon through which the context is then analyzed, i.e. perceived organizational readiness for change. Arguments were presented to justify the adoption of the concept of organizational readiness for change to be used as a tool in creating understanding of the context of social intranet.

Aiming to better understand the specific circumstances, under which successful adoption of social intranet practices may occur, and focusing on the constructs of discrepancy (hereafter termed *change valence*) and change efficacy, the following research question was addressed:

Research question: How are employees' experiences and perceptions of themselves and their organization related to perceived organizational readiness to adopt and implement social intranet practices?

This over-arching phrasing of the question calls for a more structured approach to support a more focused research setting. Derived from relevant theory (see e.g. Armenakis et al 1993; Weiner 2009), the following four sub-questions were posed:

Subquestion 1:   How are employees' perceptions of contextual factors associated with perceived change valence?

Subquestion 2:   How are employees' perceptions of contextual factors associated with perceived change efficacy?

Subquestion 3:   How are employees' perceptions of change valence associated with perceived organizational readiness for change?

Subquestion 4:   How are employees' perceptions of change efficacy associated with perceived organizational readiness for change?

For gathering the empirical data to answer these questions, survey research was conducted in a case company. The company, Pernod Ricard Finland, is presented in Chapter 3 whereas the survey instrument and administration of the research are discussed in Chapter 4.

2.6 Theoretical framework and research hypotheses

Earlier sections of Chapter 2 have covered prior research on social intranet and organizational readiness for change. The research question and sub-questions that guide the present study were framed. The purpose of this section is to synthesize the topics of social intranet and organizational readiness for change by presenting a framework adopted from Weiner (2009). It will also structure the empirical part of the present thesis by providing a solid base for designing an appropriate survey instrument presented later in Chapter 4. Moreover, the survey instrument will be used to collect data to answer the research question and sub-questions posed above in section 2.5.

Weiner's (2009) framework both complements and contrasts the discourse of an individual's readiness for change (see e.g. Holt et al. 2007), by adopting an organization's point of view. Weiner argues that large-scale systemic transformations often require change in organizational members' collective behavior and that a shared perception of readiness is a prerequisite for a successful and effective change. This supports the applicability of the framework to the context of the present thesis: in a similar fashion, social intranet calls for a mutual understanding as it is the collective contribution that truly enables exploiting the benefits and network effects promised by practices associated with social intranets (see e.g. Levy 2009, McAfee 2009, Damsgaard & Scheepers 2000). Weiner (2009) concludes that the supra-individual theories of readiness, such as the one he presents, are most useful in change processes that feature a high degree of interdependencies.

The applied theory suggests that the immediate antecedents of organizational readiness fall into two categories: *change commitment* and *change efficacy* (Weiner 2009). The most significant driver for commitment is change valence, which can be measured by the extent to which organizational members value the oncoming change. For the sake of consistency, term change *valence* will be used hereafter, instead of change commitment. As for efficacy, Weiner

(2009) argues that the perception of organization's change efficacy is a product of an informational assessment where members evaluate task demand of the change, perceptions of resources, and situational factors. He further proposes that behind change valence and change efficacy lies a number of possible contextual factors, such as organizational culture, structure and resources, past experience or policies and procedures.

Antecedents aside, as a subsequent outcome, organizational readiness is said to strengthen change-related effort, which in turn would improve implementation effectiveness (Weiner 2009). The succeeding products of readiness are, however, beyond the primary scope of the present thesis. Accordingly, in the empirical study, emphasis was laid on the previously mentioned determinants: change valence, change efficacy and contextual factors. Figure 2 visualizes the determinants and outcomes of organizational readiness for change, hypotheses postulated for, and the chosen scope of the present thesis:
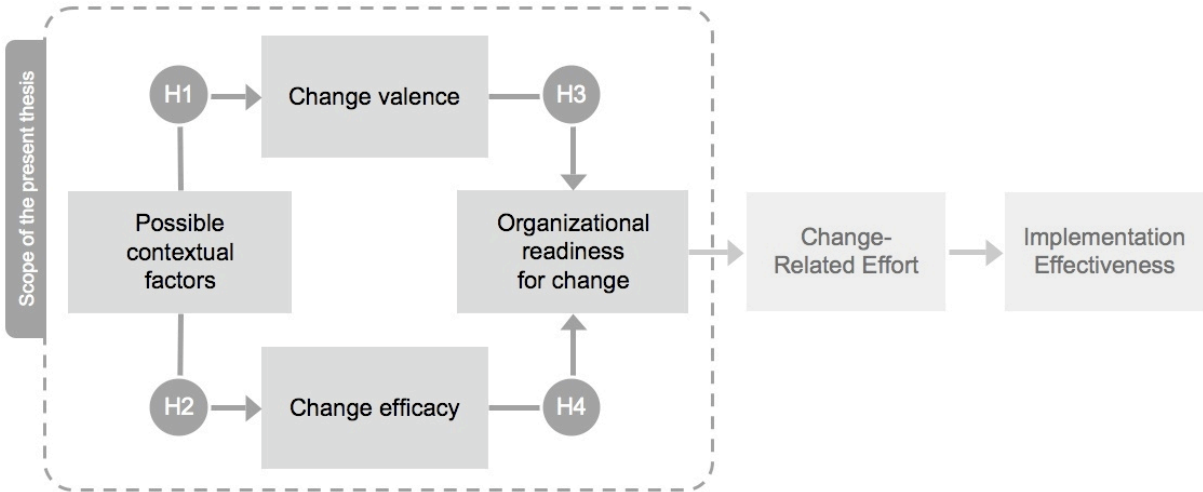
Figure 2: Determinants and outcomes of organizational readiness for change (adapted from Weiner 2009)

Weiner's (2009) framework builds in large part on the work by Armenakis et al. (1993) and the links between the two theories are evident. A comparison was made earlier in section 2.4 where the present author paralleled the change message, consisting of communicating discrepancy and efficacy (see Armenakis et al. 1993), and the antecedents of readiness, i.e. change valence and change efficacy (see Weiner 2009). Despite the similarities, it is vital to

distinguish between the different vantage points of the two studies. Armenakis et al. build their model upon the role of the change *agent*, whereas for Weiner, the perceptions of organizational members, i.e. change *objects*, are of the essence. In this sense, Weiner's framework bears closer resemblance to the study by Cunningham et al. (2002) who focused on individual staff members – those subjected to, not driving, the change – and their readiness. However, to add another dimension, Weiner differentiates from Cunningham et al. in that, rather than gauging the extent of the individuals' perceived readiness, he measures these individuals' perceptions of their *organization's* readiness. This distinction is further elaborated in subsection 4.2.5 where the survey items measuring readiness for change are discussed.

Applying Weiner's framework, a survey method was used to generate empirical data and to determine relationships between perceived organizational readiness to adopt Enterprise 2.0 practices and its proposed antecedents. Corresponding to the research sub-questions presented in section 2.5, four hypotheses were postulated:

Hypothesis 1 (H1):   Favorable assessment of contextual factors is positively associated with change valence.

Hypothesis 2 (H2):   Favorable assessment of contextual factors is positively associated with change efficacy.

Hypothesis 3 (H3):   Change valence is positively associated with perceived organizational readiness for change.

Hypothesis 4 (H4):   Change efficacy is positively associated with perceived organizational readiness for change.

Before discussing the data generation in Chapter 4 and the subsequent findings in Chapter 5, Chapter 3 will next present the case company of the present study.

3   CASE COMPANY PRESENTATION

The previous chapter provided an overview of literature on intranet, Web 2.0 and organizational readiness. Research question and subquestions were posed and four hypotheses postulated. This chapter will present the case company within which empirical research was conducted. First, the company, its affiliations and internal structure are presented. Second, the company and its current intranet are viewed through the lenses provided by Damsgaard and Scheepers's (2000) intranet development stage model.

3.1   Case company structure and affiliations

Case company Pernod Ricard Finland (hereafter, PRF) is a Finnish subsidiary of a multinational corporation Pernod Ricard, the world's second largest manufacturer and distributor of wines and spirits. More specifically, PRF does manufacturing, importing, marketing, selling and distribution for around 400 alcoholic products under Finnish and Global brands of which among the most renowned ones are the eponymous anise-flavored liqueurs Pernod Anise and Ricard Pastis, Absolut vodka, Jameson Irish whiskey, Jacob's Creek wines and Mumm champagne.

PRF employs around 200 people and has a turnover of 57 MEUR (2010) making it the second biggest company in the Wines & Spirits business in Finland. PRF's functions are divided between two locations in Finland, Turku and Helsinki, of which the previous accommodates logistics and production functions while the latter hosts company headquarters including sales and marketing. Altogether, PRF employs 80 white-collar workers and between 100–140 blue-collar workers, the number varying by season.

The focal group for the present thesis consists of PRF's white-collar workers of whom 43% work in Helsinki, 51% in Turku and further 6% regionally, not assigned to either of the two mentioned locations. The scope was limited to white-collar workers, as blue-collar workers, while provided an access to shared workstations and the company intranet, do not use those on a daily basis. White-collar workers spent the majority of their working time using

computers through which they could access the company intranet. Intranet usage was increased by the fact that the intranet front page opens by default when an internet browser is opened on a company computer. As part of the present thesis, a survey was conducted within PRF to probe white-collar workers' perceptions of their organization and its intranet. The survey revealed that 93% of the white-collar workers use intranet weekly or more often and that 58% use it daily. While the mother company, French-based Pernod Ricard, ran their own intranet, *Periscope*, the primary corporate portal for PRF employees is *Nordiscope*, a mutual intranet used by the Nordic subsidiaries. Despite the intranet being shared, each country organization has its own pages within the intranet. In PRF's case, content on these pages is updated and maintained mainly by the HR and Communications management.

3.2 Status of the case company intranet

To understand how PRF's intranet, Nordiscope, positions in terms of development and how different Web 2.0 practices are leveraged, it is now reflected against the intranet development stage model by Damsgaard and Scheepers (2000), which was extensively covered in subsection 2.1.2. The model depicts four stages through which intranets develop and three crises that need to be tackled in order to avoid stagnation and move from one stage to another (see Figure 3).
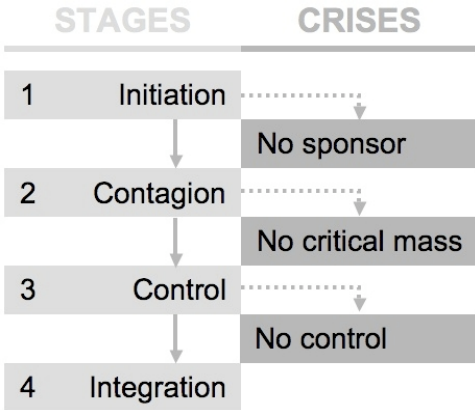

Figure 3: Stages and crises in the Damsgaard and Scheepers' (2000) Intranet development model

In April 2011, PRF's running intranet was well beyond the initiative stage where an individual technology champion tries to persuade upper management in seeing the benefits of the intranet technology and use (Damsgaard & Scheepers 2000). Nordiscope was a well-established part of employees' everyday routines as indicated by the frequency of use reported in the survey. An obvious contributor to this was the fact that the intranet opens by default whenever staff members open their web browser.

Thus, remarkable contagion – a signifying feature of the second stage – had already been experienced and people had largely adopted the intranet as the source for answers to their knowledge needs. Question can be raised, however, whether the Nordiscope had moved to the third phase, the control stage, i.e. whether it had gained a critical mass of both users and content that is required for a self-sustaining process to begin. Judging by the fact that intranet content was predominantly generated by a handful of people, one can argue that at least the scope and rate of new content creation does not yet provide evidence for a truly democratic phenomenon having started.

Paradoxically, despite not having achieved a critical mass of active contributors, the Nordiscope nevertheless suffered from poor searchability and inconsistent placement of information – symptoms more typical for intranets that have moved onwards to the third stage. To conclude, PRF's intranet, the Nordiscope, lies somewhere in between stages two and three, or alternatively, at the both stages simultaneously. This implies that, in order to develop further and avoid stagnation, Nordiscope needs to answer to challenges of both gathering a critical mass of users and content and finding solutions to poor searchability and inconsistent structuring of information (see Damsgaard & Scheepers 2000). As discussed in the literature review in Chapter 2, the features and technologies in Web 2.0 and Enterprise 2.0 respond to these challenges. Yet, very little had been done in PRF to take advantage of the social intranet.

PRF and its status in regards to the intranet development thus provided appropriate grounds for studying employees' perceptions of their organizations readiness to change towards implementing a more social intranet and adopting relevant organizational practices to support and facilitate the implementation. How these perceptions were empirically examined is explained in the following chapter in which the survey method is thoroughly presented.

4   RESEARCH METHODOLOGY AND DATA

In this chapter, legitimation for using a survey research method for studying organizational readiness for change is first provided. Second, the design and construct of the used survey instrument is explained in detail. Third, the reader is walked through the process of piloting and administrating the survey. Fourth, the technical process of the data analysis is described. Finally, fifth, the trustworthiness of the chosen method and the conducted empirical research is discussed in light of reliability and validity.

4.1   Survey method – description and justification

Johnson and Harris (2002) suggest that, in fields where theories have been approved, a researcher with understanding of different concepts and variables may find it easier to pin down precise research questions and thus leverage quantitative research. Although Weiner's (2009) theory, adopted in the present study, has not yet been empirically tested and as such lacks in general approval, it nevertheless provides a rigorous framework upon which the research was designed. Moreover, the concept of organizational readiness for change has been subjected to substantial research in the course of previous decades (see e.g. widely cited[4] work of Armenakis et al. (1993) and extensive review of literature by Weiner et al. (2008)).

On the flipside of the presumed unambiguity of the produced data is the notion that, for instance, forced-choice questionnaires don't allow for novel and unprecedented ideas to be discovered (Johnson & Harris 2002). Novelty of the studied object thus has its implications on the chosen method. More recently, Hearn et al. (2009) claimed that the academic literature is lagging behind the technological change and that Web 2.0 in a corporate setting has not been subjected to many rigorous studies. This would suggest that there is still demand for theory-generating open-ended qualitative research, which would contribute in creating more structure to the loosely linked pool of concepts. Accordingly, action research is suggested (Hearn et al. 2009).

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[4] Cited 141 times, as per May 12th, 2011 (ISI Web of Knowledge).

However, the focus of the present research is to study the perceived organizational readiness and its precedents, *not* the constructs of Web 2.0 and social intranet (which, in turn, provide the surrounding and context for the study). Thus, a quantitative survey method was preferred over qualitative methods. This is supported by Pond et al. (1984) and Fox et al. (1988) who provide an example of using a survey research methodology in assessing readiness for change. Exhibiting a more recent account, Eby et al. (2000) examined employees' perceptions of their organization's readiness in the context of a large-scale transformation to a team-based sales organization by conducting a survey. Similarly, Lehman et al. (2002) employed a survey research to test and support the construct validity of organizational readiness for change. Holt et al. (2007) compared the strengths of qualitative and quantitative methods for studying readiness for organizational change and found quantitative instruments to be superior in that they allow for a rigor testing for assessment reliability and validity. They then went through different stages of item-development framework to discuss the development and evaluation of a survey instrument for gauging readiness for organizational change on an individual level.

Weiner's (2009) study, even though suggesting a framework for measuring organizational readiness in an organization, does not exhibit any empirical evidence to test the framework. Nevertheless, for future research, Weiner recommended using a survey instrument and proposes four distinct characteristics that would ensure a true fit of the designed instrument to the construct of readiness. *First*, respondents' attention ought to be focused on an impending change. *Second*, Weiner calls for group-referenced rather than self-referenced items to reflect the organizational readiness (in contrast to individual). *Third*, the survey items should explicitly measure either change valence or change efficacy and not e.g. their antecedents. *Fourth*, the efficacy items should be tailored to the specific organizational change under study, yet so that the instrument could be applied to other contexts with no major modifications. By fulfilling the above-discussed conditions, researchers could eventually co-develop a pool of items that could be applied from context to context. Whether Weiner's demands for an appropriate instrument were fulfilled in this study is assessed in the section 4.2 where the survey instrument of the present research is presented.

Contrasted with more traditional means to gather quantitative data, such as telephone interviews or mailed questionnaire forms, web surveys have proven to be more efficient and effective (Zhang 2000). Given that employees of the case company in the present study were stationed in two separate geographical locations, conducting the survey via internet enabled

efficient use of resources available. It also provided the respondents freedom to choose the time to leave their response. Heikkilä (1998) highlights that web surveys are especially useful in obtaining responses fast and when adjoining material needs to be featured. Possibility to adjoin for instance a survey-specific glossary, as was done in the present survey, decreases the risk of misinterpretation – an admitted pitfall of using a method, which does not involve a personal contact (Heikkilä 1998).

Four hazards and hurdles in collecting data on web have been identified (Siah 2005). *First*, problems with sampling and subsequent generalizability are acknowledged. Varying familiarity of using internet can skew the sample. In the present study this was not deemed a significant problem as all the survey invitees used e-mail and internet on daily basis. *Second*, the possibility of subject fraud is addressed. This may be realized if respondents lie about their demographic data or submit multiple answers. However, retries are said to occur infrequently (Siah 2005). *Third*, extraneous factors, such as browser-related layout variability, may cause measurement measures. Possibility of such alternation was minimized by piloting the survey on multiple computers using the case company browser. On a less technical note, when conducting a web survey, researchers have no possibility of guaranteeing a minimally distractive environment for responding. Respondents independently choose the time and place for providing their answers. Finally, *fourth*, Siah discusses the ethics of conducting research on web. One of the most commonly raised concerns is the privacy of the respondents. In the present study, respondent anonymity was guaranteed on both the invitation e-mail as well as the starting page of the survey. Having finished the survey, respondents were offered a chance to fill in their name and contact information for submitting to a prize draw. For leaving the information, respondents were given a link and directed away from the actual survey to another platform. This ensured that no connection could be drawn between their survey responses and contact information.

4.2   Survey instrument – variables and items

For this study, items in the survey were grouped under four variables: contextual factors, change commitment, change efficacy and readiness for change. Further, two of these were divided into subvariables: contextual factors were studied under perceived knowledge-sharing

intensity, perceived decentralization, and personal experience, whereas change efficacy consisted of items under situational factors, resource perceptions, and task demand. In addition, some basic information of the respondents was gathered. In the survey web form, items were presented under variables in the following order:

1) Background information

2) Contextual factors
   i.   Perceived knowledge-sharing intensity
   ii. Perceived decentralization
   iii. Personal experience

3) Change valence

4) Change efficacy
   i.   Situational factors
   ii. Resource perceptions
   iii. Task demand

5) Readiness for change

The constructed variables (labeled with two initials) and subvariables (three initials) relate to Weiner's (2009) framework as illustrated in Figure 4 below.
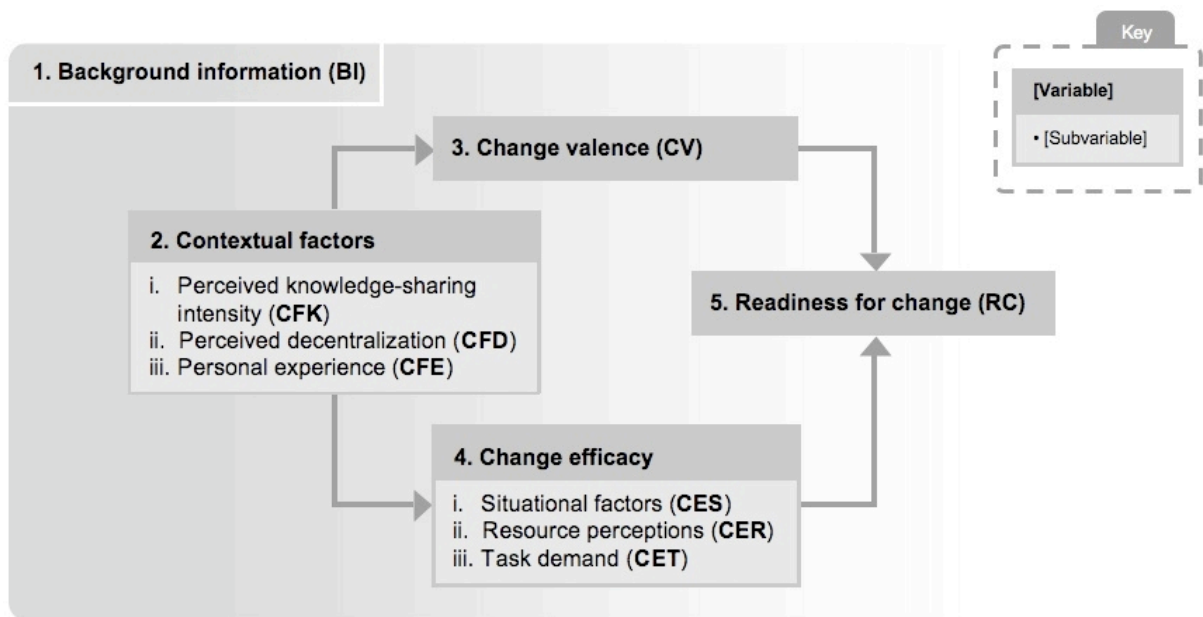
Figure 4: Survey item categorization to variables and subvariables (adapted from Weiner 2009)

As discussed above in section 4.1, Weiner (2009) suggested that an instrument for measuring the construct of readiness should feature the following characteristics:

1. means of focusing respondents' attention on a specific impending organizational change;

2. group-referenced rather than self-referenced items;

3. direct measure items that capture the measured construct only, not its antecedents; *and*

4. efficacy items tailored to specific organizational change.

In the present study, respondents' attention was focused on the impending change by mapping out the research context in the e-mail invitation and intranet bulletin directed to white-collar workers in the case company. The survey itself started with an opening page on which the respondent was again reminded of the context. Also further specifications were made in regards to the terminology (see Appendix 3 for the cover page). In order to further ascertain that respondents shared the context, a survey glossary was provided to escort the respondent through the answering process. Definitions for given terms appeared whenever the cursor was "hovered" on top of an underlined term. The survey and glossary were both in Finnish as the

focal group consisted only of Finnish speakers. The Finnish equivalents of the following terms were included in the glossary to ensure a shared context and minimize the possibility of misinterpretation:

- Blog
- IT tool
- Colleague
- Company
- Organization
- Social intranet
- Social media
- Social media service
- Wiki

To meet the requirement for group-referenced items, the present study featured at least two such items under each of the four variables that were derived from Weiner's (2009) theory (i.e. not including the background information).

The survey was designed to specifically measure change valence and efficacy, in addition to which, contextual factors were raised to attention. Measuring contextual factors would seem to contradict Weiner's (2009) demand for exclusion (no antecedents of valence or efficacy studied) – an issue not left unconsidered. All items were grouped so as to measure only one of the variables. This ensured that no imprudent conclusions were drawn in the data analysis phase: items measuring contextual factors were not interpreted to signal for instance change valence but the two variables and the respective items were analyzed separately.

To respond to the call for tailored change efficacy items, the present author drew from literature regarding organizational readiness, knowledge management as well as intranets and Web 2.0 to design applicable, context-specific items. Despite Weiner's (2009) vision of eventually having pool of items to be applied across contexts, at the time of the present study, no accounts of using a survey to measure readiness in the context of social intranets could be found.

In the following elaboration of the items of the survey, theoretical grounds for the items are provided under each variable. Full list of items and the item-specific labeling is available in Appendix 1.

4.2.1 BACKGROUND INFORMATION

At the beginning of the survey, the respondents were asked to fill in information regarding their individual demographic and professional characteristics. Although these factors go beyond the immediate scope of the applied framework, using them as control variables is crucial in order to grasp a more accurate picture of the studied relationships. Razi and Karim (2010) label these *moderating* factors and claim that they can potentially influence the relationship between readiness for change and its antecedents. Should the individual characteristics be not accounted for, a risk prevails, that ostensible relationships between independent and dependent variables are found when, in fact, both variables are explained by other factors, in this case, respondent's individual characteristics. Further, gathering background information was also deemed relevant from a practical, managerial point of view as it potentially enables the case company to target function and location-specific intranet development activities in the future.

In their study regarding the implementation of knowledge management processes, Razi and Karim (2010) used the following set of individual characteristics as moderating factors: gender, age, experience and management level. Sun and Zhang (2006) analyzed systematically explanatory variables used in previous studies on technology acceptance studies. Three groups of moderating factors were identified in their study: organizational, technological and individual. Further, under individual factors, the following four were given emphasis: gender, individual intellectual capabilities (proxied with education and profession), experience and age.

Building upon the above-mentioned studies, *gender*, *age*, *tenure* (years worked for the company) and *organizational level* (whether the respondent is holding a managerial position or not) were inquired in the survey. Complementing these, and to assist the case company to act upon the survey data by identifying intra-organizational variances, *function* and *location*

were also used as control variables. Background information items were labeled from BI1 to BI6.

4.2.2 CONTEXTUAL FACTORS

In Weiner's (2009) framework, contextual factors are in a secondary role, while the main emphasis is on change valence and change efficacy as predictors of organizational readiness. Weiner (2009) further declares that while features of receptive organizational context are potential determinants of readiness, they do not directly translate into such. The media through which the context is associated with readiness are thus change valence and change efficacy.

However, Weiner (2009) takes the contextual factors into account by suggesting that, for instance, organizational culture and structure, policies and procedures and past experience may affect organizational readiness for change via the more proximal conditions, i.e. valence and efficacy. In a study by Eby et al. (2000), flexibility in policies and procedures was measured to be the most significant individual factor to explain perceived organizational readiness for change.

Based on literature on readiness for change, as well as intranets and Web 2.0, the survey designed for the present research measured the contextual factors variable by narrowing it down to three subvariables: perceived knowledge-sharing intensity, perceived decentralization and personal experience. These are discussed in the following paragraphs respectively.

Perceived knowledge-sharing intensity

To reap the benefits of a social intranet, wide user participation is required. Hearn et al. (2009) point out that behind many unsuccessful attempts to implement intranets is the failure to provoke participation of the operating personnel. Damsgaard and Scheepers (2000) claim that any developing intranet can be sent to stagnation should the critical mass of both users

and content not be reached. It was thus postulated that positive perceived value of participation would predict organizational readiness for implementing a social intranet. The required participation can take a form of e.g. tagging and commenting intranet content, writing an internal blog, creating and editing wiki articles or maintaining and updating a personal profile page in the corporate intranet (Levy 2009; McAfee 2006, 2009). To cover the multiple forms of participation, concept of *knowledge-sharing intensity* was used to proxy for the different participative practices.

First three survey items regarding the perceptions of knowledge-sharing intensity were adapted from a survey conducted by Curry & Stancich (2000, 267) where the respondents were questioned "how important do you think it is to share (your) information with others (within the company)?" (parentheses in the original). In the present survey this item was elaborated and divided to cover three separate dimensions: sharing knowledge with i) superiors, ii) peers, and iii) subordinates. The usefulness of and the esteem associated with knowledge sharing were measured with items, which asked the respondents to assess whether sharing knowledge would help them perform better in their job and if those who do it spontaneously are valued more in the organization. Survey thus featured a total of five items measuring perceived knowledge-sharing intensity, labeled from CFK1 to CFK5.

Term *knowledge* is deliberately used in the present thesis to convey the meaning of *information* that has been given an *interpretation* (Sveiby 1997). It should, however, be noted that the survey was conducted in Finnish, in which case the terminology does not allow for such distinction. Finnish translation "tieto" was used, which carries the meanings of both "knowledge" and "information". It can thus be suspected that the respondents have associated the question with anything ranging from sales figures to more elaborate accounts of e.g. brainstorming a marketing campaign.

Perceived decentralization

Analyzing the potential of intranets in knowledge management, Stenmark (2003, 215) claims that the promise of knowledge creation capabilities will only be redeemed in organizations where "management dares to let go of its control desire and empower the organizational members to take a more active role". Moreover, McAfee (2006) argues that in building value-

adding Enterprise 2.0 tools, no centrally set, preconceived notions should be imposed on how different work processes should be laid out. Instead, the processes are expected to emerge from the daily routines of the knowledge workers who are leveraging the Enterprise 2.0 solutions – the social intranet, as it is called in the present thesis.

Decentralization plays a role also in a study by Razi and Karim (2010) where a survey instrument was used to measure organizational readiness to implement a certain knowledge management process. Close links between social intranet and knowledge management practices have been acknowledged in the literature (see e.g. Stenmark 2003; Levy 2009; McAfee 2009). Razi and Karim's (2010) instrument was thus deemed applicable to the context and purpose of the present thesis. Decentralization is framed here as an element of an enabling organizational structure further predicting individual's readiness to be involved in a change process (Razi & Karim 2010). Two survey items from the instrument designed by Razi and Karim (2010, 1546) were adapted to apply in the context of the present research.

Eby et al. (2000) postulated that perceived participation on the job, measured by the degree of perceived individual influence in a given organizational position and level, would be positively related to perceived organizational readiness for change. Surveying members of two divisions of a large sales organization validated their hypothesis (Eby et al. 2000). An appropriate item was thus adopted from their study as such.

Items by Razi and Karim (2010) and Eby et al. (2000) were further complemented by one reverse item explicitly inquiring the respondents' perceptions of how hierarchical the decision making in their organization is. Number of items measuring decentralization totaled four – items were labeled from CFD1 to CFD4.

Personal experience

Intranets – as platforms for knowledge creation in Stenmark's (2003) study – do not *per se* provide significant intrinsic motivation or inspire autonomous or self-initiated actions. However, those employees who manifest innate autonomy and self-directedness will benefit from the introduction of intranet as it promotes – or does not counteract, to say the least –

such initiative. Past personal experience of Web 2.0 were deemed to exhibit such individual attributes in the organizational members.

Past experiences will affect individuals' perceptions of change valence because drawing from their background these employees can more accurately anticipate whether the change will deliver the claimed benefits. Further, past experiences will facilitate judging the organizational change efficacy: whether the organization can execute and manage the upcoming change effectively (Weiner 2009). Armenakis et al. (1993) further report of a company in which the claimed association between experience and readiness was leveraged so that employees were first embedded in an awareness program to gain understanding of the upcoming change.

As the case company in the present research had not leveraged social media practices in their processes prior to the survey, employees' exposure to and acquaintance with Web 2.0 in their personal life was studied to describe their past experiences. For this purpose, the survey featured five items (two of which were branched, i.e. conditional to previous answers) that measured respondents' experience in creating profiles in social media services and publishing and commenting on blogs. Items were labeled from CFE1 to CFE5.

4.2.3 CHANGE VALENCE

Following Weiner's (2009) framework, a set of seven items was used to measure the respondents' change valence, i.e. their appreciation of the proposed change from a static and unilateral platform towards a more social intranet. Items were labeled from CV1 to CV7. Weiner (2009) explains that given the broad variety of reasons why employees value change, it would be unlikely that all these motives would display a consistent relationship to perceived organizational readiness. In the present thesis, it was thus deemed important to map out and measure different sources of valence to ensure that no false inferences were drawn from insufficient data. The diversity of motivators does not necessarily harm readiness as long as the individuals – for any given reason – commit to and value the change (Weiner 2009).

Features such as possibilities for efficient knowledge sharing, dynamism, user-orientation and intra-organizational collaboration were used to depict the possible outcomes of the change. Respondents were then asked to share their perceptions of whether these features would make a difference in their organization. Weiner (2009) suggests that the diverse motivators can be regarded in terms of whether the proposed change is needed, important, beneficial or worthwhile. The following explicates how the items are linked to the above four-fold definition.

First, Addressing the *need* for change builds on the work of Armenakis et al. (1993) in which it was claimed that creating a perception of discrepancy (that was to be fixed) played a major role in creating the readiness for change *per se*. Perceived need for change was measured with three items (e.g. "Our organization's intranet needs to be developed to provide more features from social media.").Second, whether the introduction of a social intranet would be *worthwhile* was assessed with a reverse item that reflected a potential risk caused by the change: "Writing internal blogs and leveraging wiki platforms can severely question the confidentiality of information."

Third, how *beneficial* the change was perceived to be was measured with two items that linked the change to the respondent's own job and its content (e.g. "Tools promoting intra-organizational collaboration would help me do my job better."). Fourth, the final seventh item explicitly probed into the respondent's values regarding the change by asking to assess a statement "I value the possibility to efficiently share knowledge with my colleagues".

4.2.4 CHANGE EFFICACY

Three constituents contributing to change efficacy – the perceived capability to successfully execute change – were adopted as such from Weiner (2009): situational factors, resource perceptions and task demand. These are derivatives of social cognitive theory, more specifically, of research by Gist and Mitchell (1992) who propose that self-efficacy is formed through an assessment of task requirements and personal and situational resources and constraints.

Situational factors

First set of three items –labeled from CES1 to CES3 – asked the respondents to assess the implications of the current situation in their company in regards to a social intranet. The objective of the questions was to examine how well the proposed change would fit the organization's situation as perceived by the respondents. The items directed the respondents to assess the fit in terms of challenges and changes recently emerged in their work.

Resource perceptions

Four items were designed for measuring the respondents' resource perceptions – these were labeled from CER1 to CER4. Following Razi and Karim (2010), who emphasized the role of IT support in their survey of knowledge management readiness, respondents were asked to share their perceptions of their organization's IT support function and IT training they were provided. An item, inquiring whether IT support was provided regardless of time and place was adopted from the study by Razi and Karim (2010). Adequacy of the provided IT training was measured with an item, which Holt et al. (2007) presented in their item pool under the change self-efficacy category. These two items were complemented by introducing two more items assessing the respondents' reliance on their organization's IT support function and training skills of its staff.

Task demand

Three items regarding task demand – labeled from CET1 to CET3 – measured perceptions of how willing or capable the respondents would be to involve themselves in specific tasks associated with social intranet, such as contributing to wiki platforms, or authoring or commenting on internal company blogs. Gist and Mitchell (1992) argue that by analyzing the expected task demand, organizational members make inferences of what kind of actions are required at different performance levels. They continue by claiming that the task demand analysis is most explicit and relevant when the expected change and the entailing tasks are novel and not experienced or performed by change objects. Hence, the mentioned analysis

was deemed applicable to the context of implementing social intranet, as no such initiatives had been undertaken in the case company. In total, three items were presented under the task demand category.

4.2.5 READINESS FOR CHANGE

Although the regression analyses conducted in the present research featured change valence and chance efficacy variables as both dependent and independent variables, the main interest of the research focused on the relationship between the perceived organizational readiness for change and its antecedents. Readiness variable was thus the ultimate dependent variable against which change valence and change efficacy were analyzed. Four items were presented under the category of perceived organizational readiness for change. These were labeled from RC1 to RC4.

Designing items that viewed readiness from multiple vantage points enabled an extensive coverage of the variable. Two of the items emphasized the role of fellow employees by asking to evaluate statements regarding employees' ability in general to adopt new tools and whether there were employees with change leadership skills. This design followed the example of Eby et al. (2000, 429) who used – among other items – an item "Employees here act as agents of change" to measure a dependent variable of employee perceptions of the organization's readiness for change.

Weiner (2009) – whose framework is adopted and followed in the present study – asserts that, as an organization-level construct, readiness for change refers to e.g. employees' shared belief in their *collective* capability to implement change. The focal point here is thus the *organizational* readiness for change as perceived by the organizational members. A supporting interpretation is offered by Eby et al. (2000, 422) who define the concept of readiness as follows:

> "[…] readiness for change is conceptualized in terms of an individual's perception of a specific facet of his or her work environment – the extent to which the organization is perceived to be ready to take on large-scale change."

The collective approach shared by Weiner and Eby et al. contrasts with e.g. Holt et al. (2007) and Cunningham et al. (2002) who studied an *individual's* readiness for organizational change. Simply aggregating different respondents' answers related to individual readiness was not deemed to give an accurate depiction of how the readiness of the organization as an entity was actually perceived. Accordingly, the two remaining items approached the readiness from a more collective, organizational viewpoint as item RC3 stated that "Our organization is quick to change direction when needed." and item RC4 that "There are people in our organization who can lead a change towards a more social intranet."

The following list will summarize the variables (two letters in labels), subvariables (three letters) and codes for the individual items (two or three-letters and a number) used to measure the previous two:

- BI – Background information: items BI1 to BI6

- CF – Contextual factors (*divided to three theoretical subvariables*)
  - CFK – Perceived knowledge-sharing intensity: items CFK1 to CFK5
  - CFD – Perceived decentralization: items CFD1 to CFD4
  - CFE – Personal experience: items CFE1 to CFE5

- CV – Change valence: items CV1 to CV7

- CE – Change efficacy (*divided to three theoretical subvariables*)
  - CES – Situational factors: items CES1 to CES3
  - CER – Resource perceptions: items CER1 to CER4
  - CET – Task demand: items CET1 to CET3

- RC – Readiness for change: items RC1 to RC4

The full list of items from BI1 to RC4, with respective labeling, is presented in Appendix 1.

4.3 Survey piloting

The survey – executed on Vovici Survey Workbench, a commercial survey platform (see www.vovici.com for more information) – was piloted in two phases. On the first round, two people from the client organization were involved and the piloting was done in the presence of the thesis writer. On the second round, piloting involved the two fore-mentioned employees and a third one who then saw the questions for the first time. In addition, one person external to the company and academia was consulted in assessing the technical functionalities and wording. On the second round, the piloting respondents were sent a link and they independently performed the piloting reporting their comments via phone or e-mail. All the three employees contributing to one or both of the piloting rounds were omitted the chance to provide answers to the actual survey in order to ascertain that the generated data would be unbiased. In the following paragraphs, the course of the two rounds, comments given on each and the subsequent changes are reported.

On the first round of piloting, the survey consisted of 29 items which covered all variables but one (Contextual factors: Perceived knowledge-sharing intensity (CFK)). Although the items per each variable or subvariable were grouped, these groups *per se* were in a random order. A 5-step Likert scale was used for collecting answers to most of the items. To items, in which the Likert scale was not applicable (for instance item "I have created a profile on one or more social media services" and all of the items asking for background information), other response alternatives were given, for example an option to choose between "Yes" or "No", or different levels of frequency in using social medias.

Respondents used four to four and a half minutes to respond the posed questions and, in general, found the technical survey solution easy to use. Comments were made regarding the different visual layouts for answering. Although some layouts were preferred over others, respondents perceived that using varying visualizations helped them to stay alert providing answers to multiple questions. In response to the first respondents' comments, some items were reworded to ensure they were unequivocal. Moreover, some response alternatives for the background information items were redefined to avoid any ambiguity in the process of answering. Even though some items were reported to require thorough reflection, a

conclusion was drawn that answering the survey neither took too long nor was it too straining, and that, accordingly, further items could be added.

As a result of the first piloting round, it was also agreed that two additional items would be incorporated in the survey purely for managerial interest (as opposed to academic or theoretical) to measure intranet usage and satisfaction. These answers were later communicated to the case company management but omitted from the raw data that was used in further analysis. Added items, however, were in line with other items that had more solid support from the theory, and made the survey even more relevant for the respondents. Adding them was thus not seen to lower by any means the quality of the responses.

On the second round of piloting, the survey featured altogether 41 to 44 items plus a free-form feedback field. The total number of items varied depending on whether the respondent i) held a managerial position, ii) had previously authored a blog, or iii) had previously created a profile to a social media service. Thus, altogether 15 unforeseen items were introduced while 4 of the former items had been reworded. As for items that were in the form of a value statement, the Likert scale was expanded to cover seven steps ranging from "Totally disagree" to "Totally agree". To items regarding the frequency of use, option "Never" was added. The final order of item categories was as presented above in the beginning of section 4.2. However, the labeling of categories was covert to the respondents to avoid misguiding them to intentionally providing similar answers to items under any given category judging by the label of that category.

Total time to answer the second pilot version ranged from six minutes (the respondents who had already piloted the first version) to fifteen minutes (the respondent conducting her first round of piloting). To limit the duration, special attention was paid on the survey glossary to provide short and unequivocal definitions for less familiar words. Furthermore, one item measuring change commitment was left out. This particular item was perceived ambiguous and unclear – thus omitting it would both improve the clarity of the survey and shorten the answering time. Apart from that, only minor changes in wording were made to four other items leaving most of the survey untouched. In total, the launched survey thus consisted of 43 items and a feedback field. The final full list of items is corresponds to the one presented as Appendix 1.

4.4 Survey administration

Invitations to take the survey were distributed through two different channels – via e-mail and as intranet posts. One day before the launch, a short bulletin was posted on the front page of PRF's intranet informing employees of an upcoming survey. On the launching day, March 23rd, 2011, an e-mail was sent from the company CEO's address and with her signature recommending everyone to take part in the survey and providing a link to the survey application. At the time the e-mail was sent, the intranet post from the previous day was updated to include the mentioned link.

Focus group of the study consisted of all white-collar workers of PRF excluding three who took part in the piloting phase. No actual sampling was done, as the sampling frame was simply the population *per se*. After the exclusion of those workers who were involved in the piloting, the population totaled 80 people. In Chapter 5, the distribution of the population in regards to gender, location and function is discussed and compared to that of the set of respondents.

Also PRF's blue-collar workers were able to access the intranet bulletin and, due to technical issues, some of them were even included in the mailing list to which the e-mail invitation was sent. However, the risk of receiving their responses was deemed insignificant as both the e-mail and intranet messages, as well as the starting page of the survey, featured an explicit statement that the survey was directed solely to the white-collar workers of the company.

During the two-week time window the survey was open to respondents two reminder e-mails were sent from the CEO's address. The same messages were also posted on the front page of the company intranet. Hitherto response rates of different locations (Helsinki, Turku and the field sales force) were presented in each of the messages to encourage the potential respondents. The survey closed on April 6th, 2011 and the obtained data was downloaded from the survey application's server.

Figure 5 illustrates the survey piloting and administration process on a timeline and the distinct points of communications along it. Content of the e-mail invitation and reminders, coupled with their counterparts published in the intranet, are presented in appendices 5 and 7.

In the case company, all communication, as well as the survey itself, was conducted in Finnish – the English translations in the appendices are thus only for the purposes of the present thesis.
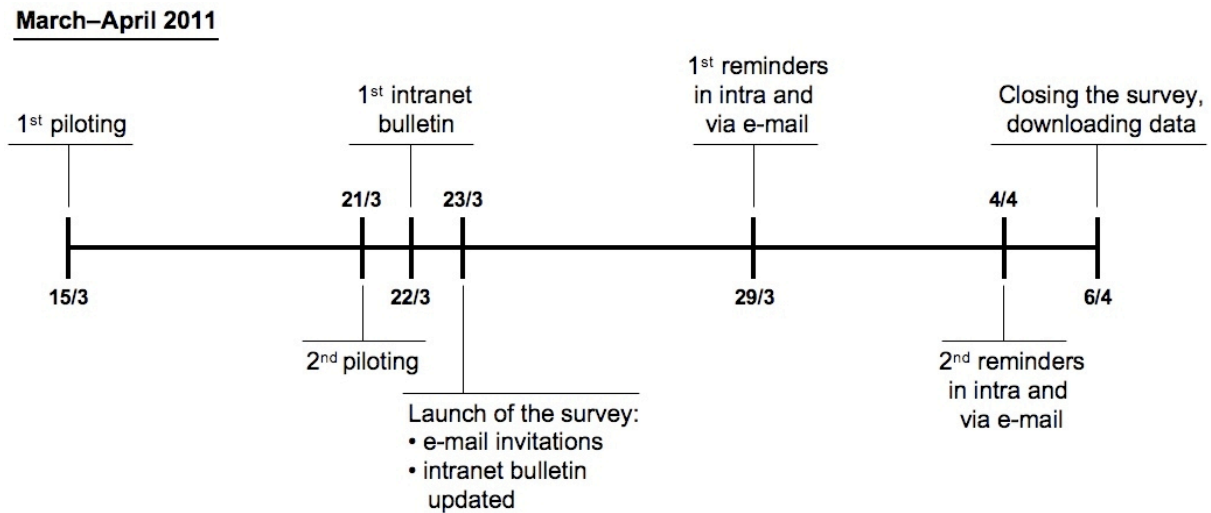

Figure 5: Survey piloting and communication timeline

4.5 Data analysis

As covered above, different factors in the survey were measured with multiple items each. The survey followed Weiner's (2009) theoretical framework for organizational readiness for change and constituted of four factors (a group of contextual factors, change valence, change efficacy and perceived organizational readiness for change) of which two (the group of contextual factors, change efficacy) included three sub-factors each. In addition, outside of Weiner's theory, a set of items regarding background information was included, as well as two separate items that measured the current use of and satisfaction to the company intranet.

All factors and sub-factors were measured using at least three items. This served two purposes. First, it decreased the risk of defining a factor too narrowly in the light of the explorative nature of the study: using multiple items left room for certain emphases to emerge

from the responses without having to resort to open-field questions (which, in turn, would impede the subsequent quantitative analysis). Second, it made visible any inconsistent interpretations the respondents made of the items: measuring each factor with only a single item would not tell whether the respondents shared the interpretation that the study was pursuing. In contrast, varying responses to items that were intended to measure a single factor would reveal that the respondent interpreted the items to measure different factors.

The procedures that were taken after the raw survey data was obtained are discussed below. The technical data analysis process as a whole is illustrated in Figure 6.
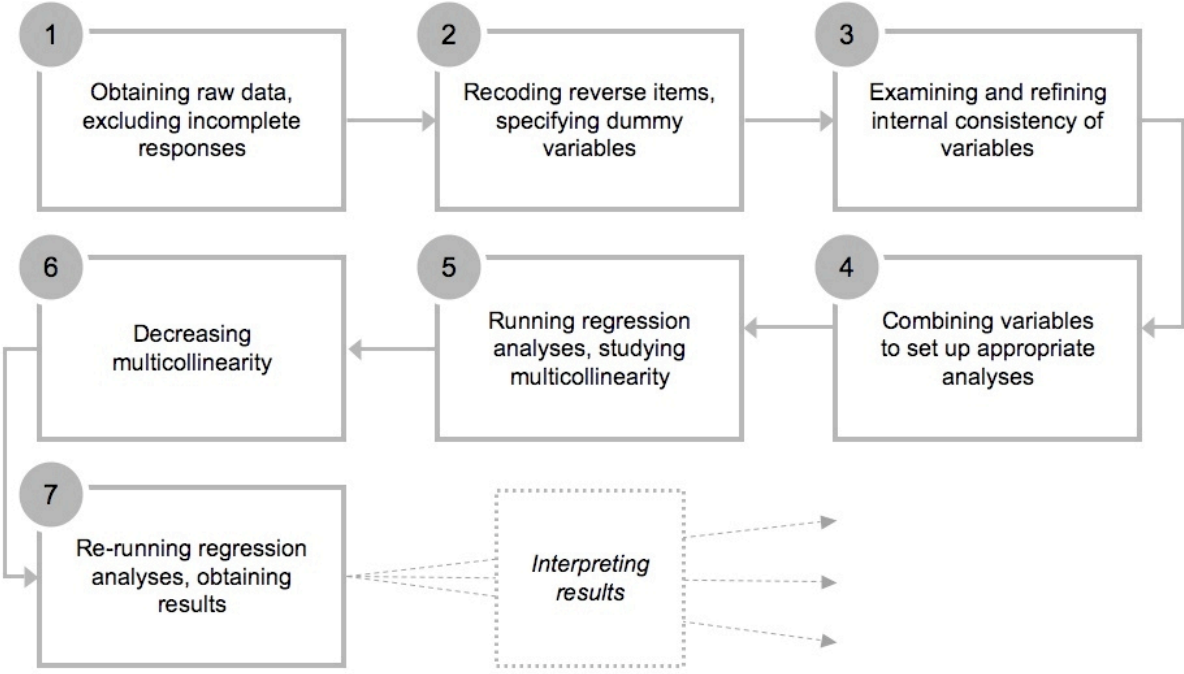

Figure 6: Data analysis process

1. Obtaining raw data, excluding incomplete responses

First, the survey returned 80 responses from the 80 white-collar workers the invitation was sent to giving an initial response rate of 100.0%. Out of these, 5 were incomplete, each having a number of unanswered items in the latter part of the survey (the technical survey tool was set as to not allow the respondent to proceed if earlier items were unanswered). It was

suspected that some respondents who had earlier submitted an incomplete response later submitted another, complete response. To avoid duplicate data, all incomplete responses were omitted and the survey thus returned 75 complete responses corresponding to a response rate of 93.8%. The obtained data showed no remarkable biases in terms of gender, location or function. High response rate alone guaranteed a somewhat unbiased response data. As for gender, the male invitees returned a response rate of 100.0% indicating a female response rate of 87.2%. The missing five respondents were deductively inferred to be working in the Helsinki office as both the employees in Turku and the sales people on field attained a full response rate. Response rate among the white-collar workers in Helsinki was thus 85.3%. Three of the six functions also returned a full response rate. Responses were missing in Finance and IT (response rate of 91.7%), Sales (88.9%) and Marketing (84.6%).

2. Recoding reverse items, specifying dummy variables

Second, although the survey items were chiefly designed to measure positive association with the topic in question, three items[5] used a reverse scale (response "Strongly agree" would mean the respondent associates negatively with the topic). To allow for subsequent quantitative analysis, answers to these items were recoded to comply with the rest of the survey. Furthermore, a respecification was done with answers to items that were not measured on an ordinal scale. These included control variables *gender*, *managerial level*, *function* and *location*, and explanatory variables regarding previous experience of social media[6] (e.g. "*I have created a profile on one or more social media services*"). Indicator coding method (see e.g. Hair et al. 2006) was used, that is, dummy values of 1 and 0 were given to different dummy variables (i.e. response alternatives). The number of used dummy variables equaled the number of response alternatives lessened by one, as one alternative, the reference category, received a value of zero across the set of the dummy variables. This procedure was performed to avoid "perfect linear multiple correlation" between variables (Suits 1957, 549). To further avoid collinearity with the constant term, care was taken to use the most common response as the reference category, when entering dummy variables into the models.

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[5] Items CFD4, CV6 and CES2; see Appendix 1 for a complete list of items and labeling.
[6] Control variable items BI1, BI4, BI5 and BI6; explanatory variable items CFE1, CFE3 and CFE4; see Appendix 1 for a complete list of items and respective labels.

3. Examining and refining internal consistency of variables

Third, to determine whether the different sets of individual items would actually construct a factor – and thus be reliable variables for further analyses – tests of internal consistency were conducted. Cronbach's alphas were calculated to define the consistency of responses to different items under a given variable or subvariable. An SPSS program PASW Statistics 18 was used to conduct the consistency analyses as well as the multivariate regression analyses discussed below. Being exploratory by nature, the present study used alpha value of 0.600 as an acceptable lower level for a set of multiple items to qualify as a single variable (see Hair et al. 2006, p. 137, on guidelines for using Cronbach's alpha). Mean values of these items were used as variable values in further analyses. After obtaining the initial alphas, different permutations of items were experimented by excluding individual items in search of improved alphas. If this procedure did not improve consistency to an acceptable level, individual items were examined as unique variables in the analyses. Refined, accepted alphas ranged from 0.640 to 0.901. For initial and refined alphas, refinement procedures, and subsequent constructs of variables, see Table 1.

(Sub)Variable[1]	Initial α	Refinement procedure	Final α
CFK Contextual factors – Knowledge-sharing intensity	.761	Excluding item CFK5	.901
CFD Contextual factors – Perceived decentralization	.693	N/A	.693
CFE Contextual factors – Personal experience	.307	Analyzing all 3 items separately[2]	N/A
CV Change valence	.750	N/A	.750
CES Change efficacy – Situational factors	.397	Excluding item CES2	.673
CER Change efficacy – Resource perceptions	.862	N/A	.862
CET Change efficacy – Task demand	.640	N/A	.640
RC Readiness for change	.389	Analyzing all 4 items separately[2]	N/A

[1] All branched items were excluded before calculating initial α, as they had N<75

[2] None of the refined permutations (excluding 1 or 2 items) yielded $\alpha > 0.600$

Table 1: Initial and refined Cronbach's alphas for different variables and subvariables

4. Combining variables to set up appropriate analyses

Fourth, as a result of refining internal consistency, altogether 13 separate variables were identified and used in the multivariate regression analyses. On top of these explanatory and explained variables, six background information variables, some of which were further divided to dummy variables, were featured as control variables. Weiner's (2009) framework of readiness for change involves two conceptually distinct phases of interaction: contextual factors leading to change valence and change efficacy at first, and change valence and change efficacy leading to readiness for change at second (as illustrated in Figure 2). Applying the framework, two distinct sets of regression analyses were completed for the present study. The first set, analyses A1–A4, studied the relationship between contextual factors (as independent

variables) and change valence and change efficacy (dependent). The second set, analyses A5–A12, focused on the relationships between change valence and efficacy (now independent), and readiness for change (dependent). Control variables were included in all analyses of both sets. Figure 7 illustrates the analyses and variables used in them.
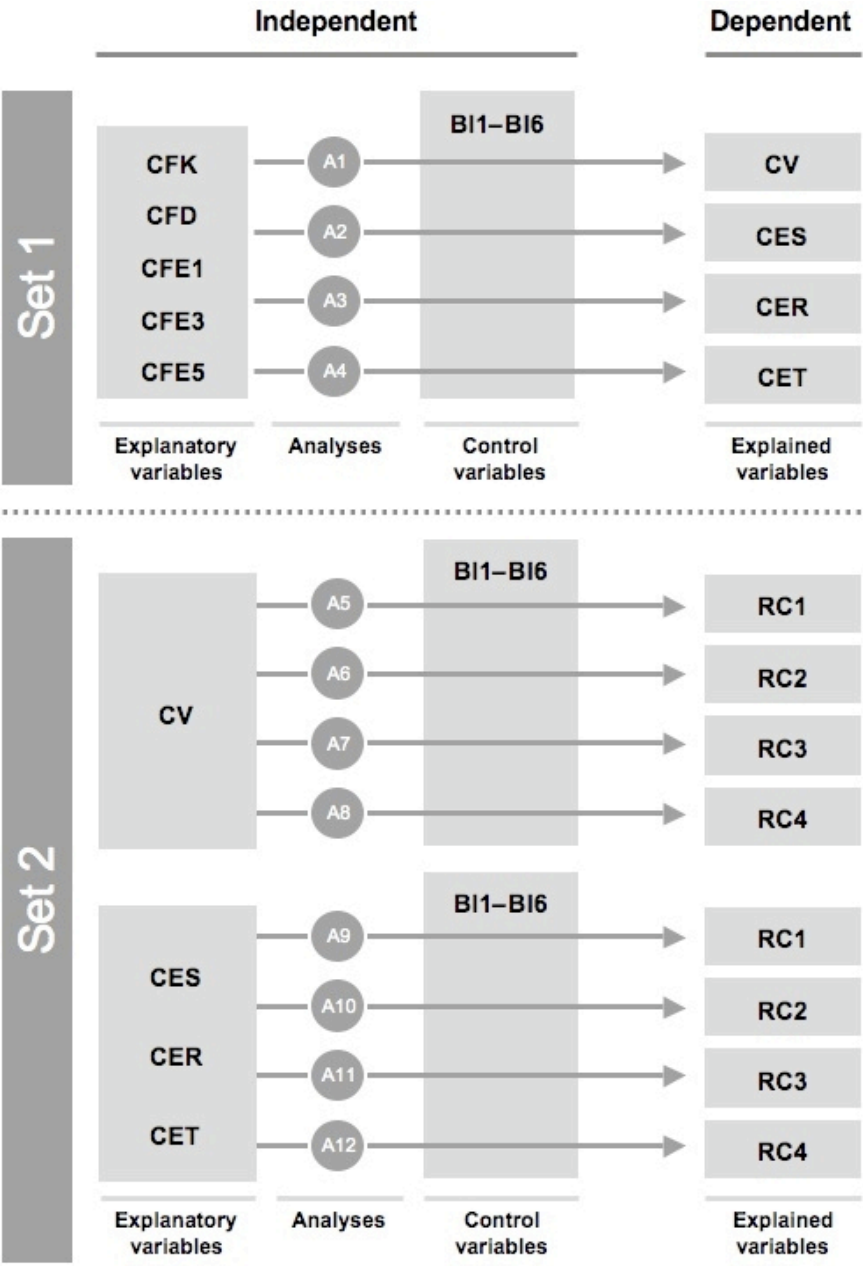

Figure 7: Multivariate regression analyses performed in the present thesis

As to labeling, the reader should note that, while all labels in the figure represent an independent or a dependent *variable* in the multivariate analyses, these are not to be confused with the terms assigned in the theoretical discussion. In regards to Weiner's (2009) framework and the explication of the survey instrument in section 4.2, the *two-letter* labels in the figure represent theoretical variables, *three-letter* labels represent theoretical subvariables, and labels ending with a *number* stand for individual items. A complete list of variables, subvariables and items as well as the respective coding are presented in Appendix 1.

5. Running regression analyses, studying multicollinearity

Fifth, having the appropriate, internally consistent factors determined, altogether 12 individual multivariate regression analyses were run using the above-determined factors as independent and dependent variables. Background information items were included in all analyses to function as control variables. Before turning to analyze the significance of the analyses or the regression coefficients, collinearity figures were studied. As explicated by Hair et al. (2006), multicollinearity (i.e. shared variance) between independent variables impacts the estimation of the regression coefficient and their statistical significance tests. In most extreme cases, strong positive or negative correlation between independent variables can even change the sign of the regression coefficient of the weaker variable(s). In addition to causing problems with estimation, high level of multicollinearity also has an impact on researcher's ability to explain the effects of individual independent variables. This attributes to the fact that increasing multicollinearity – shared variance, that is – results in decreasing unique variance of a given independent variable. To determine the levels of multicollinearity, the present study leaned on *the variance inflation factor*, VIF. VIF is the inverse of *tolerance*, which in turn denotes the amount of variability of the chosen independent variable *not* explained by the other independent variables. Consequently, high tolerance and low VIF figures are sought. Hair et al. (2006, 230) present that a common cutoff threshold is a VIF value of 10 but that it may be restricted for small sample sizes. Taking the limited sample size into account (N=75), a cutoff VIF value of 3 (i.e. tolerance of 0.33) was used in the present thesis. Thus, in the worst case, no more than 67 % of the variability of a selected independent variable would be explained by other independent variables.

6. Decreasing multicollinearity

First round of multivariate regression analyses showed that, regardless of which explanatory variables were examined, two control variables consistently returned VIF values above 3. These were dummy variables representing Sales as a function and Helsinki as a location of the respondent. High mutual collinearity was explained by the fact that most respondents working in the Sales function reported Helsinki as their location. As there was notable overlap between function and location – regarding also cases other than Sales and Helsinki – a decision was made to omit the location control variable from the subsequent analyses. As for the explanatory variables, the grouping of variables and subsequent division to be featured in separate analyses proved to be successful as no collinearity between these variables was observed.

7. Re-running regression analyses, obtaining results

After decreasing multicollinearity by omitting the location control variable, the set of 12 analyses was re-run. VIF values indicated no further occurrences of multicollinearity. Significance of the analyses and obtained correlation coefficients could thus be next examined.

Before proceeding to Chapter 5 and the examination of the findings, the trustworthiness of the method and the study in general is discussed in the ensuing section 4.6.

4.6 Trustworthiness of the study

Next, to assess the trustworthiness of the present research, two distinct dimensions are evaluated: reliability and validity. According to Bryman and Bell (2003), reliability mostly concerns the consistency of the used measures while validity refers to how accurately the designed measures portray the phenomenon under study. In the following, the present study is reviewed in regards to each of the concepts in turn.

4.6.1 RELIABILITY

Bryman and Bell (2003) distinguish three constituents of reliability:

- stability;
- internal reliability; *and*
- inter-observer consistency.

First, stability refers to the extent that the research can be replicated afterwards without the results showing variation over time. As the conducted survey was documented with rigor, readministrating it in the same form can be expected to be relatively straightforward. Further, as the respondents were contacted by sending literal documents via a computer interface and no face-to-face involvement took place, no observer-related variation should occur. Conducting the research again in the future would thus be expected to yield consistent results with the present research. Testing the stability rigorously would constitute an ambitious longitudinal study in its own right (Bryman & Bell 2003). Any variation in the results would deserve careful investigation, but the academic value in such case would most likely be related to the underlying personal, societal and environmental changes in the focus group.

Second, internal reliability concerns the mutual consistency of items or variables designed to measure a single construct. Given the ease of analysis provided by computer software, *Cronbach's alpha* is nowadays widely used to test for internal consistency (Bryman & Bell 2003). Section 4.5 explained the process, with which alphas were determined, and the subsequent refinement procedures. As a result, all multi-item constructs used in the regression analyses exceeded a cut-off level .60. Those, which did not, were split and analyzed as individual items.

Third, inter-observer consistency relates to diminishing variation caused by differences in subjective observation and translation of data. This particular concern is not relevant to the present thesis as no multiple observers were used.

4.6.2 VALIDITY

Literature on different approaches for gauging validity is summarized by Bryman and Bell (2003). These approaches include face validity, concurrent validity, predictive validity, construct validity and convergent validity. However, the concepts are neither mutually exclusive on a single level nor perfectly hierarchical and thus apply varyingly to different research settings.

First, the prerequisites for *face validity* – which is depicted as "an essentially intuitive process"– include that the measure "*apparently*" reflects the concept in question (Bryman & Bell 2003, 77). This requirement is, however, fulfilled if demands from the other validity approaches are met. Second, *concurrent validity* refers to the use of proxy measures to substitute for the actual concept under study. The scope of the present study did not enable for an extensive pre-study to test whether all items adequately proxied for variables they constructed. However, tests for internal consistency revealed that, for instance, items measuring readiness for change did not concur with each other. Subsequent lacking concurrent validity was tackled by treating each item separately, which obviously limited the scope of interpretations that could be made in regards to the readiness construct. Interplay between validity measures (concurrent validity) and tests for reliability (internal consistency) goes to manifest the claimed relatedness (see Bryman and Bell 2003) between validity and reliability. Third, similar logic applies to *predictive validity* in which examination is made between two measures that do not take place simultaneously but over time. As the present study was not longitudinal in nature, predictive validity is not considered to affect its trustworthiness.

Fourth, c*onstruct validity* is closely related to concurrent validity in that both concern the representativeness of a measure in regards to the researched concept. However, to improve construct validity researchers are advised to deduce hypothetical relationships from earlier literature. The theoretical background of all research items and variables was covered in section 4.2. Finally, *convergent validity* requires the concepts to be measured using an alternative, parallel research method and define whether the results of the two methods converge. While the survey method was recommended and used in the context of organizational readiness for change by a number of scholars (see e.g. Weiner 2009; Lehman

et al. 2002; Eby et al. 2000; Fox et al. 1988; Pond et al. 1984), the convergent validity of the present thesis could have been improved by, for instance, conducting a series of interviews on different organizational levels in the case company.

5 FINDINGS

This chapter reports the findings from the analyses described in the previous chapter. It reports the factors associated with change valence and change efficacy and factors associated with readiness for change based on the theoretical model presented in Figure 2 (Chapter 2). The hypotheses in section 2.6 are partially supported only, as explained in more detail below.

In short, the regression analyses revealed that the explanatory variables did not account for much of the variance in the dependent variables. This applied to both sets of analyses (first, contextual factors explaining change valence and change efficacy; second, change valence and change efficacy explaining readiness for change). Any empirical support to Weiner's (2009) theory of organizational readiness for change and its antecedents is thus limited based on the findings from these analyses. However, intriguing results emerged from studying the relationship between the control variables – items regarding the respondents' background information – and the dependent variables in analysis sets 1 and 2.

In assessing the significance of the relationships, a cut-off level of 0.10 was used (significance was required to be below 0.10). In other words, there is a 90% confidence that the qualified regression coefficients are different from zero (Hair et al. 2006). Where the observed significance level was sufficiently low, interpretations were made of the direction of the relationship (i.e. the sign of the coefficient) but not of the extent (magnitude of the coefficient). This was done to avoid ungrounded conclusion given the low explanatory power of the models in general: the R^2 figures of the analyses ranged from 0.106 to 0.362. Thus the collection of independent variables in each regression model could only explain 11% to 36% of the variation in the respective dependent variables. Low R^2 figures imply that other explanatory factors exist that were not included in the models.

5.1 Factors associated with change valence and change efficacy

In the first set of analyses, analysis A1 studied the antecedents of change valence (CV), while analyses A2 to A4 studied the preceding factors of change efficacy – to be more precise, its

subvariables: situational factors (CES), resource perceptions (CER) and task demand (CET). Weiner (2009) postulated that some contextual factors may have an impact on how much employees value the impending change or how efficacious they perceive their organization to be in implementing the change. Thus, the following contextual factors were analyzed as independent variables: perceived knowledge-sharing intensity (CFK), perceived decentralization (CFD) and personal experience (CFE).

Regression analysis A1 showed significant positive association between change valence and perceived knowledge-sharing intensity. In light of the results, it seems that employees who value multi-directional knowledge sharing in their organization also find a change towards implementing a social intranet valuable, after controlling for the other variables in the model. Further, an item measuring respondents' earlier experience in reading other people's blog postings was positively associated with change valence. A conclusion is drawn that those respondents who see value in following other people's blogs in their personal life tend to welcome the possibility to follow their colleagues' literal contributions in professional settings. Interestingly, previous experience in authoring a blog showed no marginal relation to valuing a change to a social intranet. Here, a small sample size may have contributed to significance figures remaining way above the acceptable level of 0.10 as no more than 4 accounts of previous blogging experience were reported (out of 75 responses). Neither was perceived decentralization significantly related to change valence. As to the respondents' background, variables that indicated Sales or Marketing as the function in which a respondent works, showed significant positive relatedness to change valence. Given that the variable "organizational function" can merely be measured on a nominal scale, responses were recoded to dummy variables (the procedure was explained in detail in section 4.5). Further, the most common response category was omitted from the model and thus represented as zero values for each of the other function-related dummies. This category functions as a base category against which others are assessed. Thus, function-related results obtained from the first regression analysis can only be interpreted against the base category, Logistics. In sum, change valence was stronger amongst employees working in Sales and Marketing than those working in Logistics. The R^2 for model A1 was 0.362 – the highest amongst all analyses.

The second analysis, A2, displayed no significant relationships between contextual factors – or any of the control variables – and situational factors (a subvariable of change efficacy). An explanatory variable inquiring whether a respondent had previously created a profile to a

social media service (such as Facebook or LinkedIn) was the only independent variable to come even close to the cut-off significance level of 0.10 by returning a significance figure 0.106. Showing a positive regression coefficient, this would faintly suggest that those who are familiar with social media services perceive that their organization is facing a situation in which a social intranet could, and should, be implemented. In analysis A2, 15% of the variation in situational factors were explained by contextual factors and control variables ($R^2 = 0.148$).

Analysis A3 showed no evidence of any significant relationships between explanatory contextual factors and the dependent variable, resource perceptions. However, interesting signals arose from the relationships between control variables and the dependent variable. First, gender was positively related to resource perceptions so that female respondent's more often made favorable assessments of their organization's resources to implement the expected change, after controlling for the other variables in the model. Second, age was also directly related to positive resource perceptions. Third, time worked for the company, i.e. tenure of the employee, was *negatively* related to resource perceptions. In other words, older respondents assessed availability of resources more positively than their younger counterparts. Yet, those with more experience from working in the company gave more *negative* assessments of the resource availability. To conclude results from analysis A3, *older female* employees with *less experience* working in the company were more likely to assess resources for change positively. However, again somewhat low explanatory power – albeit higher than in A2 – overshadow the results ($R^2 = 0.306$).

The final analysis in the first set, A4, emphasized the importance that reading other people's blogs had in relation to the perceived task demand of the change. It is interpreted that frequency of following blogs in personal life is associated with lower hesitation to adopt new working tasks, which include authoring and commenting blogs, and contributing to wiki platforms. No other explanatory variables – or control variables, for that matter – showed significant association with perceived task demand. Control and explanatory variables together accounted for 35% of the variation in task demand ($R^2 = 0.350$).

Section 2.6 presented four research hypotheses building on Weiner's (2009) theoretical framework. Hypothesis 1 postulated that "*Favorable assessment of contextual factors is positively associated with change valence*". The performed regression analyses, of which A1

regarded the antecedents of change valence, offer only partial support to the hypothesis. As explained above, knowledge-sharing intensity and experience in reading other people's blogs were positively related to change valence. Further, organizational function seemed to be also associated with change valence. However, no association was found in regards to other analyzed independent variables: perceived decentralization, experience of having profiles in social media services or frequency of reading other people's blog postings.

Research hypothesis 2 stated that *"Favorable assessment of contextual factors is positively associated with change efficacy"*. The antecedents of change efficacy were studied by three different analyses, each corresponding to an individual subvariable of change efficacy, yet none of the subvariables were satisfyingly explained by contextual factors. In fact, in only one of the analysis (A4), an explanatory variable (frequency of reading other people's blog postings) could significantly explain variance in a change efficacy subvariable (task demand). In other analyses, variance was either explained by control variables (in A3) or relationships were insignificant at their best (in A2). Thus, no sufficient evidence was found to confirm the hypothesis – or this part of Weiner's (2009) theory, for that matter.

5.2 Factors associated with readiness for change

In the second set, analyses A5 to A8 modelled the relationship between change valence (CV) and readiness for change (RC). Analyses A9 to A12, in turn, gauged the association between change efficacy subvariables (CES, CER, and CET) and readiness for change. As explicated in section 4.5, items under readiness for change did not evince internal consistency and would thus not constitute a solid factor to be analyzed. Instead, the four items were each analyzed as individual, dependent variables (from RC1 to RC4).

The second set begins with analysis A5, which – much in line with the first set of analyses – did not display any significant relationship between the explanatory variable (change valence), and the first readiness item (*"Employees in our organization easily adopt new tools developed to assist them in their job"*). In other words, those who valued the expected change more did not consistently report of more favorable assessment of their colleagues' ability or willingness to adopt new tools, marginal to the other variables in the model. In turn, older

respondents were more optimistic than the younger ones of other employees' adoption ability and will. The R^2 of the model was 0.152.

Analysis A6 studied the relationship that change valence had to the second readiness item measuring the respondents' beliefs in whether their organization could successfully implement a change towards a more social intranet. The dummy variable representing the Sales function was the only variable to qualify in terms of significance. Again, the association of this dummy variable to the dependent variable, the mentioned readiness item, is in comparison to the most common function, Logistics, which was used as a reference category. The explanatory strength of the analysis A6, measured as R^2, was 0.265.

The third item under readiness for change measured whether the respondents perceived their company to be quick to change direction when needed, i.e. their organization's agility. Analysis A7 examined how change valence was associated with the mentioned dimension of readiness. Consistent with analyses A5 and A6, no significant association was found between change valence and perceived agility to change direction. Yet highly significant relationships (figures ranging from 0.012 to 0.000) were reported in the case of several control variables. First, female respondents associated more positively than males with perceived agility. On the contrary, and in comparison to Logistics function, those working in the Marketing function related negatively to the agility item. Finally, respondents in managerial positions associated positively with perceived ability to change direction – a signal of self-appreciation, perhaps. Independent variables accounted for 33% of the variation in the perceived agility item (R^2 = 0.333).

Analysis A8 regarded the relationship between change valence and the final, fourth item representing readiness for change: "*There are people in our organization who can lead a change towards a more social intranet*". The regression model with the mentioned variables returned the lowest R^2 figure of all the twelve performed analyses: .106. Accordingly, no significant relationships, whatsoever, were found in the analysis.

The second half of the analysis set 2 replicated analyses A5 to A8 with the exception that three subvariables of change efficacy, CES, CER and CET, were used as explanatory variables, instead of the change valence variable. The dependent variable, as well as the control variables, remained the same. However, changes were observed also in the

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relationships between control variables and readiness for change items as the newly introduced change efficacy subvariables impacted the multivariate regressions.

In analysis A9, situational factors, resource perceptions and task demand were used as explanatory variables and their association with perceptions of other employees' ability to adopt new tools was studied. The explanatory strength of the analysis did not improve from that of analysis A5, as R^2 was only 0.157. Subsequently, no significant relationships were identified.

Analysis A10 featured the second readiness item as a dependent variable and showed improvement in the strength of association: R^2 was now 0.361 whereas in analysis A6 it was 0.265. Moreover, significance of the regression coefficients of the control variables increased compared to A6, where, instead of change efficacy, change valence was used as an explanatory, independent variable. A number of function dummy variables now showed positive association (Sales, Marketing, Finance and IT) while female respondents evinced negative association. Female respondents were thus less likely to believe that their organization could successfully implement a change towards more a social intranet, marginal to the other variables in the model. Control variables aside, one explanatory variable, situational factors, presented significant positive relationship to the readiness item. In short, respondents who perceived their organization's current situation to benefit from a social intranet also tended to believe that their organization was ready to adopt one.

Further, in A11 the regression analysis was conducted with item "*Our organization is quick to change direction if needed*" as the dependent variable. The results did not differ from analysis A7 in which the same dependent variable and control variables were analyzed with change valence as an explanatory variable. The change efficacy subvariables had no significant association with the readiness items while the same control variables were evident: female respondents and managers associated positively while those in the Marketing function associated negatively, relative to the base Logistics group. R^2 remained the same, at 0.353.

Finally, analysis A12, featuring the fourth readiness item as a dependent variable ("*There are people in our organization who can lead a change towards a more social intranet*") showed more significant results being now explained with change efficacy subvariables. The R^2 improved considerably from A8 (0.106) to 0.287. Out of the three subvariables, task demand

was positively related to the readiness item. It was concluded that people who felt positive and optimistic about the expected change in working tasks, were also likely to be more confident in finding people who could lead the change. It can be further postulated that the respondents referred to themselves as change leaders, as they had already given a favorable assessment of their ability to cope with changing tasks.

Analysis set 2 covered the models that would support or reject research hypotheses H3 and H4 postulated in section 2.6. More specifically analyses A5 to A8 studied relationships regarding hypothesis H3, whereas analyses A9 to A12 matched to hypothesis H4. In light of the performed analyses, hypothesis H3, "*Change valence is positively associated with perceived organizational readiness for change*", is rejected as the change valence variable showed no indication of being able to explain variance in any of the four items regarding readiness for change. Neither was straight-forward evidence found to support hypothesis H4, "*Change efficacy is positively associated with perceived organizational readiness for change*". However, some support was identified for more specifically defined relationships. In analysis A10, situational factors were positively related to a belief that the respondent's organization can succeed in implementing a social intranet. Further, a relationship between positive assessment of task demand and confidence in finding people who can lead the change was evinced by analysis A12. Implications of these findings to Weiner's (2009) theory will be further debated in section 6.1.

6   CONCLUSIONS

Chapter 2 started with reviewing literature about intranets as means for internal corporate communication. The view was broadened by reflecting on the development trends of the internet, especially the emergence of Web 2.0. Further, implications of Web 2.0 to intra-organizational communication were discussed and a conclusion was drawn that in order to benefit from a social intranet, organizations need to tackle challenges that go beyond mere technical issues. To better understand and analyze the organizational aspect of implementation, a theory of organizational readiness was presented. Based on the topics that had emerged from the earlier literature the following research question was posed:

> *How are employees' experiences and perceptions of themselves and their organization related to perceived organizational readiness to adopt and implement social intranet practices?*

A framework by Weiner (2009) was used to construct the empirical research and find answers to the research question.

After the case company, Pernod Ricard Finland, was presented in Chapter 3, the research methodology and analytical methods were described in detail in Chapter 4. Chapter 5 reported the findings that had emerged from the performed analyses.

Purpose of Chapter 6 is to first tie the conducted empirical research back to Weiner's framework: contributions to theory are discussed in section 6.1. Second, findings of the analyses are viewed from a managerial point of view as section 6.2 debates implications for practice. Third, limitations of the present thesis are reflected upon in section 6.3 while – in part, deriving from the limitations – recommendations and directions for future research are finally presented in section 6.4.

6.1 Contribution to theory and answer to the research question

Weiner's (2009) theoretical framework contributes to research on organizational readiness for change by suggesting a set of variables to precede readiness. Building on earlier work (e.g. Armenakis et al. 1993) he proposes that organizational readiness is, by and large, a result of change valence and change efficacy. Further, contextual factors potentially affect the two previously mentioned variables. To empirically back up Weiner's hitherto untested theory, the present research measured each of the variables in the context of implementing a social intranet by surveying 80 white-collar workers in the case company Pernod Ricard Finland. The main method leveraged in analyzing the survey data was regression analysis, which does not allow for inferences to be drawn in regards to *causality* between factors. However, interpretations of the *relationships* could be made. Yet, analytical results that would confirm Weiner's (2009) framework were only few. The following discussion of contribution to theory is structured around the four proposed relationships in the model, i.e. relationships between 1) contextual factors and change valence; 2) contextual factors and change efficacy; 3) change valence and readiness for change; and 4) change efficacy and readiness for change.

First, although the factors preceding change valence and change efficacy were explicitly stated to be outside of the primary focus of Weiner's theory, he suggests that there are contextual factors that possibly affect valence and perceptions of efficacy. As an adaptation to the context of social intranets, knowledge-sharing intensity, decentralization and past experiences in using social media were studied as such factors. While the extent of perceived decentralization had no connection to the change valence, knowledge-sharing and particular past experience (namely, following other people's blogs) related positively. The individual contextual factors, as said, were adapted to the context and as such, not directly derived from Weiner's theory. Nevertheless, he proposed that related concepts, like organizational culture or policies and procedures may be such factors. Due to the – seemingly deliberate – vagueness of this part of Weiner's framework, the conducted empirical research can hardly confirm or refute the theory. Evidence arose that there are potential contextual factors to relate to change valence, but more extensive testing with a wider array of possible factors would be in order to give an assessment of Weiner's framework.

Second, as for contextual factors contributing to change efficacy, Weiner's (2009) proposition was followed and three predetermined subvariables were used as dependent factors: a set of situational factors, resource perceptions and task demand. Out of these, only task demand was shown to be associated with any of the contextual factors, namely experience in following other people's blogs. All of the other contextual factors were unrelated to any of the elements of efficacy. Again, testing with a broader set of possible contextual factors would be in order to confirm or refute Weiner's theory.

Third, because of low internal consistency, the dependent variable, readiness for change, was split and each of the four items used to measure it were analyzed separately. Interestingly, change valence – despite the high internal consistency – had no association with *any* of the readiness items. Even though the set of readiness items could have been improved through more extensive piloting, at least some signs of association were expected between valence and readiness. For this part, the conducted regression analysis cannot support Weiner's hypothesis of change valence being an antecedent of organizational readiness for change.

Fourth, consistent with the other results, there was only limited support for the hypothetical relationship between change efficacy and readiness for change. Of the three change efficacy subvariables, two were shown to be related to an individual readiness item. First, favorable assessment of situational factors was positively related to readiness, measured as belief in successful implementation of a social intranet. Second, positive attitude towards the expected task demand was directly associated with a readiness item that asked respondents to evaluate whether there were people in their organization capable of leading the impending change. The third subvariable of change efficacy was thus not seen to relate to any aspect of readiness. Items measuring resource perceptions focused on the extent and reliability of IT support leaving open the possibility that linkages to readiness could have been stronger with other types of resources, such as time, finance or managerial support. This would be in line with what was brought up in the literature review of the present thesis: change towards a more social intranet is not a technological change, but an organizational one. In sum, the empirical research does not refute the postulated connection between change efficacy and readiness for change, yet further research is needed to assess the significance of other aspects of efficacy in order to be able to support Weiner's theory.

To answer the posed research question, the conducted research showed that employees' positive attitudes towards knowledge sharing and their previous experiences of social media were to some extent positively related to change valence. However, valuing change was not shown to be associated further with perceived organizational readiness to adopt and implement social intranet practices. As for change efficacy, again the previous experiences, in the form of following blogs, were positively related to favorable assessment of task demand, an aspect of efficacy. Out of the measured aspects of efficacy, positive judgments of task demand and situational factors were directly related to certain dimensions of perceived readiness.

While significant associations between explanatory variables (contextual factors, change valence and change efficacy) and explained variables (change valence, change efficacy and readiness for change) were scarce, stronger relationships were measured using the background information items as independent variables. As these were not covered by Weiner's (2009) framework, their implications will be discussed from a more practical viewpoint in the next section. Moreover, these findings provide grounds for further theory building as will be suggested in section 6.4 regarding possible avenues for future research.

6.2 Implications for practice

Results of the conducted survey indicated that employees who regularly followed other people's blog postings outside their professional life both valued more the expected change towards a social intranet and were more confident in being able to cope with the associated changes in task demand. Further, people with more positive assessment of the task demand were more optimistic in that there are people in their organization who can successfully lead the change. Even though the respondents who actively followed blogs did not constitute a majority (24.0% of the respondents reported to be following blogs weekly or more often), their value should not be understated. Employees who, beyond their professional role and formal job description, show remarkable interest and knowledge to novel technologies have been asserted to be a critical resource in initiating changes to implement new knowledge systems (see e.g. Damsgaard & Scheepers 2000; McAfee 2006). Two alternative, yet not mutually exclusive, routes are offered to managers to leverage the overt and covert

enthusiasm of their employees. First, change projects can benefit from finding *technology champions* – title given to the above described employees (McAfee 2006) – as they can help management to stay alert of emerging trends and help create bottom-up acceptance within the organization (Damsgaard & Scheepers 2000; McAfee 2006). Second, and despite the lacking evidence of causality, it is hypothesized that valence towards the impending change can be increased and fear of changing task demand decreased by encouraging employees to familiarize themselves with social media practices on and off the workplace. Despite the bottom-up approach, managerial support and provision of resources should not be neglected in the later stages of implementation (Damsgaard & Scheepers 2000).

As evinced by analysis A10, respondents who perceived that their company or they, as individual employees, were currently facing changes and challenges that could be more easily tackled with a social intranet, were also more prone to believe in their organization's capability to successfully implement the change towards a social intranet. A hypothesis of causality is made according to which creating sense of urgency and need for change may have a positive effect on how optimistic employees are in regards to a successful implementation of the change.

The case company management is also recommended to stay alert to deviations between different respondent groups, as determined by their background factors. As the survey revealed, older respondents had more favorable perceptions of the adequacy of IT resources (subvariable CER) and whether employees in their organization could easily adopt new tools to assist them in their work (item RC1). Yet, holding age and other variables constant, resource perceptions were *less* positive amongst the more senior employees, as defined by the number of years they had worked for the company. Marginal to other variables, female respondents associated more positively than males with resource perceptions (subvariable CER), impending change in task demand (subvariable CET), and their organizations ability to quickly change direction if needed (item RC3). Yet male respondents were more likely to believe that their organization can successfully implement a change towards a more social intranet (item RC2).

These findings imply that it is very unlikely to be able to construct a single implementation project to suit the whole organization. Rather, differences on two dimensions have a potential effect on what aspects should be addressed with each employee or employee group. First,

differences on personal backgrounds and familiarity with using social media services are linked to expectations of changes in tasks and practices. Second, current job description and organizational position are likely to imply differences in specific needs and anticipated uses of the expected social intranet. This is indicated by differences reported in terms of tenure, function and whether a respondent was holding a managerial position.

6.3 Limitations

This section summarizes the limitations of the present thesis, most of which have been referred to in the earlier parts of the text. Section 6.4 will propose directions for future research part of which consider improvements to the identified shortcomings.

First, regarding the practical implications, it should be repeated that all suggestions for possible causalities are purely hypothetical. The conducted regression analyses evinced some relationships between variables, yet the present research setting did not allow for drawing solid conclusions of directions of associations or developments over time.

Second, in parts, the survey items used showed poor internal consistency, hampering the reliability of the present study. The issue was tackled by splitting the variables to consist of fewer items. This, then, limited the scope of the interpretations that could be made of the results, as the split variables reflected only some of the intended dimensions and aspects. The constricted piloting prior to the survey launch did not generate sufficient amount of information on which dimensions and individual items were generally regarded to measure a given, broader variable. This was especially the case with the readiness for change variable, which was measured with four survey items. These evinced very little mutual consistency limiting the possible conclusions on the level of an individual item instead of the concept of readiness for change.

Third, the empirical research in the present study only accounted for the white-collar workers in one case company. While the high response rate (93.8%) indicates that the research acquired a representative picture of this particular company's white-collar workers, interpretations are narrowed to regard the case company only. Further research ought to be

conducted on the differences and similarities between companies, industries, geographical locations and so on, before results of a study from a single case company can be generalized beyond the company borders.

6.4 Directions for future research

Suggestions for future research avenues will be discussed from two distinct viewpoints. First, research setting of the conducted empirical study is reviewed once more and methodological and practical improvements are proposed. Second, a broader view is adopted to the context of intranets and Web 2.0 as well as the phenomenon of organizational readiness for change. Accordingly, complementary and alternative directions for future research are elaborated.

6.4.1 IMPROVEMENTS TO THE CONDUCTED RESEARCH

Section 6.3 above highlighted the poor internal consistency of certain item sets in the conducted survey. In addition to posing a challenge to conducting the multivariate regression analyses, low convergence between items questions the concurrent validity the survey, i.e. whether the right items were used as proxies for other constructs, such as readiness for change. The present author proposes more extensive piloting to test the survey item batteries. For the piloting to be productive, it should first involve a sufficient number of respondents to allow for conclusions to be drawn in regards to actual consistency. Second, the initial item battery should be broad enough so as to not only confirm what the researcher suspects prior to the piloting but to let less expected item sets emerge. Broader batteries of items could also be leveraged in actual surveys measuring readiness and its antecedents, given that the survey instruments are still of a reasonable length.

The present study used a particular framework of organizational readiness for change as the platform for designing an appropriate survey instrument for the context of implementing a social intranet. Certain variables were adopted or derived from the framework and tested with the survey. However, the results of the study indicated, that many of the dependent variables

are more likely to be explained by control variables than the proposed explanatory variables. This suggests that useful results may emerge from research emphasizing the relationship between demographic and other individual features, and change valence, change efficacy and readiness for change. In the present thesis, theoretical discussion of the importance of an individual demographics was scarce.

6.4.2 COMPLEMENTARY AND ALTERNATIVE RESEARCH AVENUES

The present author was fascinated by the social intranet due to its novelty and frequently claimed potential to change internal communicational practices, enhance collaboration and improve efficiency, to name just a few of the proposed benefits. At the same time, suspicion towards such – some might say *hyped* – new phenomenon is justified. Longitudinal research could illuminate how the implementation of social intranet affects companies and working communities. Also, more research is hoped for on the amount of contribution and contributors needed within organizations to reap the benefits of Enterprise 2.0. Harnessing network effects, all corporate derivatives of Web 2.0 become more useful and valuable the more people are using them. The crucial question is, however, whether corporations, with their limited number of employees, can generate the critical mass so easily attained in the borderless internet.

The term *social* intranet, as well *social* media, implies that the new technologies and practices would provide users and employees more social interaction through networked solutions. Nevertheless, it remains to be seen, whether the virtual communication – be the medium text, pictures, voice or video stream – can replace the need for face-to-face interaction. Accordingly, another suggested avenue for future research consists of studying the differences in the results of virtual or electronic and face-to-face collaboration.

Finally, the subsequent elements of organizational readiness for change were deliberately left outside the scope of the present thesis. However, studying how the perceived – and measured – readiness affects the actual change-related efforts and the implementation effectiveness (elements suggested by Weiner (2009)) would offer an intriguing direction for future studies. The same applies in the context of the social intranet: is readiness to implement social intranet

related to the efforts to do so, and is the implementation further associated with changes in social and communicational practices or improvements in efficiency?

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APPENDICES

APPENDIX 1:   Survey items and coding (translated from the Finnish originals)

KEY

Variable	
Sub-variable [when applicable]	
Item code	*Survey item / question*

Background Information (BI)

BI1	*Sex:*
BI2	*Age:*
BI3	*I have worked for Pernod Ricard Finland for…*
BI4	*I work in the following function:*
BI5	*I am stationed in the following location:*
BI6	*I'm holding a managerial position.*

Contextual Factors (CF)

Perceived knowledge-sharing intensity (K)

CFK1^B	*In my job, I find it crucial to share knowledge with my subordinates. (If you do not hold a managerial position, do not answer this but move on to the next question.)*
CFK2	*In my job, I find it crucial to share knowledge with my peers.*
CFK3	*In my job, I find it crucial to share knowledge with my superiors.*
CFK4	*By sharing knowledge spontaneously with my colleagues, I will perform better in my job.*
CFK5	*People who share knowledge spontaneously with their colleagues are valued in our company more than those who do not share.*

Perceived decentralization (D)

CFD1	*I can make decisions without first getting approval from my supervisor.*
CFD2	*I am allowed a high degree of influence on what happens in this organization.*
CFD3	*I am encouraged to make my own decisions.*
CFD4	*Decision making in our organization is hierarchical*

Personal experience (E)

CFE1	*I have created a profile on one or more social media services (see "social media services").*
CFE2^B	*(Answer this only if you answered "Yes" to the previous question) The one of the above that I use the most frequently, I use…*
CFE3	*I am currently authoring or have previously authored a blog (see "blog").*
CFE4^B	*(Answer this only if you answered "Yes" to the previous question) I have updated my blog during the last 3 months (see "blog").*
CFE5	*I read other people's blog postings…*

B) Branched item (whether the item is available for the respondent is conditional to the previous response)

Change Valence (CV)

CV1	*Tools promoting intra-organizational collaboration would help me do my job better.*
CV2	*Our organization's intranet needs to be developed to provide more features from social media (see "social media").*
CV3	*Benefits of social medias should be leveraged more effectively in our organization (see "social media"; "organization").*
CV4	*I value the possibility to efficiently share knowledge with my colleagues (see "colleague").*
CV5	*Our intranet should be more dynamic and user-oriented.*
CV6	*Writing internal blogs and leveraging wiki platforms can severely question the confidentiality of information (see "organization"; "blog"; "wiki").*
CV7	*Implementing new IT tools to promote knowledge sharing would facilitate my work (see "IT tool").*

Change Efficacy (CE)

Situational factors (S)

CES1	*During the previous 12 months I have experienced changes in my job to which I could more easily react with a more social intranet (see "social intranet").*
CES2^R	*I am satisfied with the knowledge flow inside our company at the moment (see "company").*
CES3	*Current challenges in our company's internal knowledge flow call for a change in the intranet (see "company"; "intranet").*

Resource perceptions (R)

CER1	*My organization provides IT support regardless of time and place (see "organization").*
CER2	*I can always rely on our organization's IT support to solve my IT problems (see "organization").*
CER3	*Our company takes care of our IT skills by providing adequate training (see "company").*
CER4	*Our IT-support is staffed with people (one or more) who can train me to use new intranet features independently (see "intranet").*

Task demand (T)

CET1	*Some of the topics I currently discuss with my colleagues via e-mail, I would gladly deal with in the intranet, for example on a mutual wiki platform (see "wiki").*
CET2	*It would be easy for me to find time to contribute to internal company blogs (see "company"; "blog").*
CET3	*I would gladly comment on my colleagues' blog postings (see "colleague"; "blog").*

Readiness for Change (RC)

RC1	*Employees in our organization easily adopt new tools developed to assist them in their job (see "organization").*
RC2^R	*I do not believe our organization can successfully implement a change towards a more social intranet (see "organization"; "social intranet").*
RC3	*Our organization is quick to change direction when needed (see "organization").*
RC4	*There are people in our organization who can lead a change towards a more social intranet (see "organization; "social intranet").*

Extra Items for PRF's own use (EI) [excluded from the analyses]

| EI1 | *I read the company or corporate news from Nordiscope...* |
| EI2 | *I find the information that I'm looking for from the Nordiscope...* |

R) Reverse item (item measures negative evaluation of the statement; responses were recoded to be comparable to other items)

APPENDIX 2:   Original survey items and coding (in Finnish)

	SELITE

Muuttuja	
Alamuuttuja	
Lyhenne	*Kysymys / väittämä*

Taustatiedot	
BI1	*Sukupuoli:*
BI2	*Ikä:*
BI3	*Olen työskennellyt Pernod Ricard Finlandissa…*
BI4	*Työskentelen seuraavassa toiminnossa:*
BI5	*Työskentelen seuraavassa toimipisteessä:*
BI6	*Työskentelen esimiesasemassa.*

Kontekstitekijät	

Koettu tiedonjakamisen tärkeys

CFK1[B]	*Työssäni tiedon jakaminen alaiseni kanssa on ratkaisevan tärkeää. (Jos et työskentele esimiestehtävissä, jätä vastaamatta tähän ja siirry seuraavaan kysymykseen.)*
CFK2	*Työssäni tiedon jakaminen vertaiseni kanssa on ratkaisevan tärkeää.*
CFK3	*Työssäni tiedon jakaminen esimieheni/esimiesteni kanssa on ratkaisevan tärkeää.*
CFK4	*Jakamalla oma-aloitteisesti tietoa kollegoideni kanssa suoriudun paremmin työssäni (ks. kollega).*
CFK5	*Ihmisiä, jotka jakavat oma-aloitteisesti tietoa kollegoidensa kanssa, arvostetaan organisaatiossamme enemmän kuin niitä, jotka eivät jaa.*

Koettu hajauttaminen

CFD1	*Voin työssäni tehdä päätöksiä kysymättä ensin esimieheni lupaa.*
CFD2	*Minulla on suuri vaikutusvalta organisaatiossani tehtäviin päätöksiin.*
CFD3	*Minua rohkaistaan tekemään itse päätöksiä.*
CFD4	*Päätöksenteko organisaatiossamme on hierarkkista.*

Henkilökohtaiset kokemukset

CFE1	*Olen luonut profiilin yhteen tai useampaan verkkoyhteisöpalveluun (ks. verkkoyhteisöpalvelu).*
CFE2[B]	*(Vastaa tähän vain, mikäli vastasit "Kyllä" edelliseen kysymykseen. Jos vastasit "Ei", siirry seuraavaan kysymykseen.) Näistä eniten käyttämääni käytän…*
CFE3	*Olen joskus julkaissut tai julkaisen tällä hetkellä omaa blogiani (ks. blogi).*
CFE4[B]	*(Vastaa tähän vain, mikäli vastasit "Kyllä" edelliseen kysymykseen. Jos vastasit "Ei", siirry seuraavaan kysymykseen.) Olen päivittänyt blogiani viimeisimpien 3 kuukauden aikana (ks. blogi).*
CFE5	*Luen muiden kirjoittamia blogikirjoituksia…*

B) Ehdollinen kysymys (mahdollisuus vastata kysymykseen on riippuvainen vastauksesta edeltävään kysymykseen)

Muutoksen arvostaminen

CV1	*Organisaation sisäistä yhteistyötä edistävät IT-työkalut auttaisivat minua tekemään työtäni paremmin* (ks. IT-työkalu).
CV2	*Organisaatiomme intranetiin pitäisi lisätä sosiaalisen median elementtejä* (ks. sosiaalinen media).
CV3	*Sosiaalisten medioiden hyödyt pitäisi valjastaa paremmin organisaatiomme käyttöön* (ks. sosiaalinen media; organisaatio).
CV4	*Arvostan mahdollisuutta jakaa tietoa tehokkaasti kollegoideni kanssa* (ks. kollega).
CV5	*Intranetimme pitäisi olla dynaamisempi ja käyttäjälähtöisempi.*
CV6	*Organisaation sisäisten blogien kirjoittaminen ja wiki-alustojen käyttäminen voivat vakavasti vaarantaa tiedon luottamuksellisuuden* (ks. organisaatio; blogi; wiki).
CV7	*Tiedon jakamista edistävien uusien IT-työkalujen käyttöönotto helpottaisi työtäni* (ks. IT-työkalu).

Muutostehokkuus

Tilannetekijät

CES1	*Viimeisten 12 kuukauden aikana olen kokenut työssäni muutoksia, joihin reagoiminen olisi helpompaa sosiaalisen intranetin keinoin* (ks. sosiaalinen intranet).
CES2^R	*Olen tyytyväinen tiedonkulkuun yrityksemme sisällä tällä hetkellä* (ks. yritys).
CES3	*Tämänhetkiset haasteet yrityksemme sisäisessä tiedonkulussa vaativat muutosta intranetissä* (ks. yritys; intranet).

Koettu resurssien riittävyys

CER1	*Organisaationi tarjoaa käyttööni IT-tukea ajasta ja paikasta riippumatta* (ks. organisaatio).
CER2	*Voin aina luottaa organisaatiomme IT-tukeen IT-ongelmieni ratkaisemisessa* (ks. organisaatio).
CER3	*Yrityksemme pitää huolta IT-osaamisestamme tarjoamalla riittävästi koulutusta* (ks. yritys).
CER4	*IT-tuessamme työskentelee henkilö tai henkilöitä, jotka osaavat kouluttaa minut käyttämään itsenäisesti uusia intranet-ominaisuuksia* (ks. intranet).

Tehtävävaatimukset

CET1	*Osan asioista, joista nyt keskustelen kollegoideni kanssa sähköpostilla, käsittelisin mielelläni intranetissä, esimerkiksi yhteisellä wiki-alustalla* (ks. wiki).
CET2	*Minun olisi helppoa löytää aikaa yrityksen sisäisen blogin kirjoittamiseen* (ks. yritys; blogi).
CET3	*Kommentoisin mielelläni kollegoideni blogeja* (ks. kollega; blogi).

Muutosvalmius

RC1	*Organisaatiomme työntekijät omaksuvat helposti uusia, heidän työnsä helpottamiseksi kehitettyjä työkaluja* (ks. organisaatio).
RC2^R	*En usko, että organisaatiomme kykenee onnistuneesti toteuttamaan muutosta kohti sosiaalista intranetiä* (ks. organisaatio; sosiaalinen intranet).
RC3	*Organisaatiomme on nopea muuttamaan suuntaa tarvittaessa* (ks. organisaatio).
RC4	*Organisaatiossamme on ihmisiä, jotka kykenevät johtamaan muutosta kohti sosiaalisempaa intranetiä* (ks. organisaatio; sosiaalinen intranet).

Ylimääräiset kysymykset PRF:n omaan käyttöön [jätetty analyysien ulkopuolelle]

EI1	*Luen yrityksen tai konsernin sisäisiä uutisia Nordiscopesta...*
EI2	*Löydän etsimäni tiedon Nordiscopesta…*

R) Käänteinen kysymys (kysymys mittaa negatiivista suhtautumista väittämään; vastausten koodaus käännettiin, jotta ne ovat yhteismitallisia muiden kysymysten kanssa)

APPENDIX 3: Survey cover page text (translated from the Finnish original)

Intranet usage at PRF

Hi!

Welcome to contribute in a survey studying your perceptions and experiences regarding the internal communication at Pernod Ricard Finland, intranets and the social media. According to the pilot respondents, it will take in all 7 to 9 minutes to finish the survey. Altogether, the survey consists of 43 questions.

This survey features multiple questions, which refer to *company* or *organization*. Both of these concepts mark Pernod Ricard Finland and its staff regardless of working location or function.

Moreover, a number of questions regard the *intranet* in your company. This refers to the current Nordiscope intranet and its future versions.

You can find definitions for other concepts and terms (such as *social intranet, wiki,* or *blog*) by hovering the cursor of your mouse on top of the term marked with a dotted underlining.

From the last page of the survey, you can proceed onwards to submit your contact information in order to take part in a raffle. The contact information cannot be associated with the submitted survey responses. Winners of the raffle (2 people) can both choose one of the following prizes:

- iPod Shuffle 2Gt music player
- Panasonic DMC-F2 digital camera
- Hackman Rotisser frying pan

Responsible for the survey, I would gladly answer all your questions regarding the survey itself or the associated research in general.

Thank you for your valuable time!

Jonni Ahonen, BSc in Economics and Business Administration
Aalto University School of Economics
tel. 050 301 3589
jonni.ahonen@aalto.fi

APPENDIX 4:   Original survey cover page (in Finnish)

Intranetin käyttö PRF:ssä

Intranetin käyttö PRF:ssä

Hei!

Tervetuloa vastaamaan kyselyyn, jossa tutkimme sinun mielipiteitäsi ja kokemuksiasi Pernod Ricard Finlandin sisäisestä viestinnästä, intranetistä ja sosiaalisista medioista. Kyselyn koevastaajien mukaan vastaamiseen menee kaiken kaikkiaan 7-9 minuuttia. Kysymyksiä kyselyssä on kaiken kaikkiaan 43.

Kyselyssä on useita kysymyksiä, joissa viitataan *yritykseen* tai *organisaatioon*. Näillä kummallakin tarkoitetaan tässä kyselyssä Pernod Ricard Finlandia ja sen henkilöstöä toimipaikasta ja toiminnosta riippumatta.

Lisäksi moni kysymyksistä koskee yrityksesi *intranetiä*. Tällä tarkoitetaan aina tämänhetkistä Nordiscope-intranetiä tai sen tulevia versioita.

Muille termeille (kuten *sosiaalinen intranet, wiki* tai *blogi*) löydät selityksen, kun viet hiiren osoittimen katkoviivalla alleviivatun termin päälle.

Viimeiseltä sivulta voit siirtyä eteenpäin jättämään yhteystietosi osallistuaksesi tuotepalkintojen arvontaan. Yhteystietoja ei voida yhdistää annettuihin kyselyvastauksiin. Kaksi arvonnassa voittanutta henkilöä saavat valita itselleen mieluisimman seuraavista palkinnoista:

- iPod Shuffle 2Gt -soitin
- Panasonic DMC-F2 -digikamera
- Hackman Rotisser -paistokasari

Kyselyn laatijana vastaan mielelläni kaikkiin kyselystä tai laajemmin tutkimuksesta heräviin kysymyksiin. Vastauksista koostetuista yhteenvedoista raportoidaan myöhemmin tämän kevään aikana.

Tuhannet kiitokset arvokkaasta ajastasi!

Jonni Ahonen, KTK
Aalto-yliopiston kauppakorkeakoulu
p. 050 301 3589
jonni.ahonen@aalto.fi
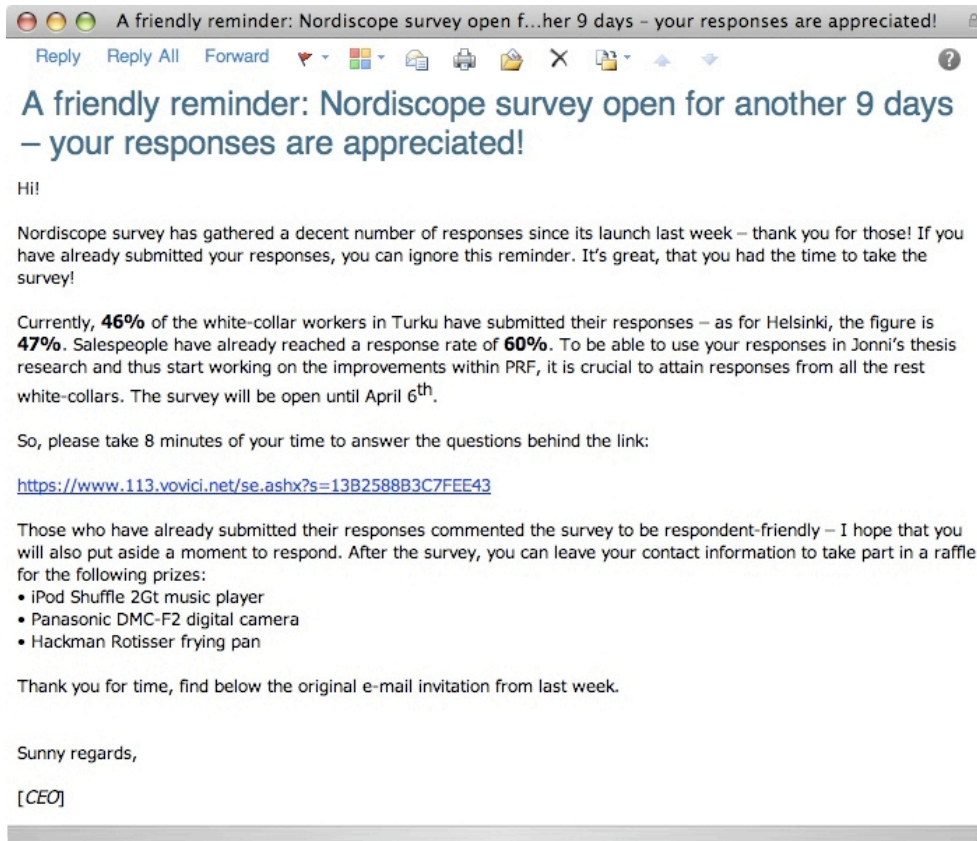
APPENDIX 5:   Survey invitation and reminders distributed via e-mail
                (translated from the Finnish originals)

Initial invitation, March 23ʳᵈ, 2011

⊖ ⊙ ⊕   Please take 8 minutes of your time to develop the Nordiscope   🔒

Reply   Reply All   Forward   ▼ ▾   ▦ ▾   🔁   🖨   📤   ✕   📄 ▾   ▲   ▼   ❓

Please take 8 minutes of your time to develop the Nordiscope

Hello!

How do you use Nordiscope in your work? Are you able to find the things you are looking for in it? Is all the fuss around the social media wearing you out are do you know Facebook and LinkedIn like your own pockets?

Jonni Ahonen, BSc in Economics, is conducting research for his Master's thesis by studying corporate intranets and the costs and benefits of using the social media in internal corporate communications. Currently, Jonni's research is focused on how we use our intranet, the Nordiscope, here at Pernod Ricard Finland, how useful we think it is and how it could be developed.

I wish that you can use 8 minutes of your valuable time by clicking at the link below and answering the subsequent questions from your own point of view. All responses will remain anonymous. However, as aggregate results, the responses will help us in reflecting what kind of intranet would support and assist us in our work right now. At the end of the survey, you'll have a free word to give feedback on Nordiscope.

The survey will be open until Wednesday, April 6ᵗʰ, and it is directed to white-collar workers in Turku and Helsinki and the salespeople on field. Two winners will be drawn in mid-April and given the prize of their choice from the following alternatives:
• iPod Shuffle 2Gt music player
• Panasonic DMC-F2 digital camera
• Hackman Rotisser frying pan

You can access the survey via the following link: https://www.113.vovici.net/se.ashx?s=13B2588B3C7FEE43

If you have any questions regarding the survey or the reserach, please contact Jonni:
Jonni Ahonen, KTK
Aalto-yliopiston kauppakorkeakoulu
p. 030 301 3589
jonni.ahonen@aalto.fi

Thank you for your time!

[*CEO*]

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First reminder, March 29th, 2011

Second reminder, April 4th, 2011

Initial invitation

First reminder, March 29th, 2011

Second reminder, April 4th, 2011

APPENDIX 7: Survey-related short news published in the Nordiscope intranet
(translated from the Finnish originals)

An introductory story, March 22nd, 2011

Boost the intranet!

Jonni Ahonen, BSc in Economics, is conducting research for his Master's thesis by studying corporate intranets and the costs and benefits of using the social media in internal corporate communications. Currently, Jonni's research is focused on how we use our intranet, the Nordiscope, here at Pernod Ricard Finland, how useful we think it is and how it could be developed.

To serve the research and the practical development of Nordiscope, a survey will be launched on March 23rd – a link to lead you to the survey will be published in the intranet and distributed via e-mail. The survey will be open until April 6th, and prizes will be raffled amongst all respondents.

Jonni is finishing his studies at the Aalto University School of Economics majoring in Management. Currently his interests in organizations and management focus on whether interpersonal collaboration and internal corporate communications can be enhanced by novel technical tools.

Having analyzed the survey results with PRF and submitted the Master's thesis, Jonni is going to spend the summer with his dear hobbies, scouting and floorball. Somewhere along the summer, a few bottles of Carrington will be popped to celebrate graduation – in September, new challenges await in the field of strategy consulting.

First reminder, March 29th, 2011

Nordiscope survey open for another 9 days – your responses are appreciated!

Last week, a survey was launched with which Jonni Ahonen, BSc in Economics, is studying how the white-collar workers at Pernod Ricard Finland use the Nordiscope, how useful they think it is and how it could be developed. Thank you for those who already submitted their responses!

Currently, **46%** of the white-collar workers in Turku have submitted their responses – as for Helsinki, the figure is **47%**. Salespeople have already reached a response rate of **60%**. To be able to use your responses in Jonni's thesis research and thus start working on the improvements within PRF, it is crucial to attain responses from all the rest white-collars. The survey will be open until April 6th.

So, please take 8 minutes of your time to answer the questions behind the link:

https://www.113.vovici.net/se.ashx?s=13B2588B3C7FEE43

Those who have already submitted their responses commented the survey to be respondent-friendly – hopefully you will also put aside a moment to respond. After the survey, you can leave your contact information to take part in a raffle for the following prizes:
• iPod Shuffle 2Gt music player
• Panasonic DMC-F2 digital camera
• Hackman Rotisser frying pan

Thank you for your valuable time!

Second reminder, April 4th, 2011

Nordiscope survey open for only the next 2 days – contribute to the final crunch and submit your responses!

Two weeks ago, a survey was launched with which Jonni Ahonen, BSc in Economics, is studying how the white-collar workers at Pernod Ricard Finland use the Nordiscope, how useful they think it is and how it could be developed. Thank you for those who already submitted their responses!

Currently, **85%** of the white-collar workers in Turku have submitted their responses – as for Helsinki, the figure is **79%**. Salespeople have already reached a response rate of **80%**. To be able to use your responses in Jonni's thesis research and thus start working on the improvements within PRF, it is crucial to attain responses from all the rest white-collars. The survey will be open until April 6th.

So, please take 8 minutes of your time to answer the questions behind the link:

https://www.113.vovici.net/se.ashx?s=13B2588B3C7FEE43

Those who have already submitted their responses commented the survey to be respondent-friendly – I hope that you will also put aside a moment to respond. After the survey, you can leave your contact information to take part in a raffle for the following prizes:
• iPod Shuffle 2Gt music player
• Panasonic DMC-F2 digital camera
• Hackman Rotisser frying pan

Thank you for your valuable time!

Thank-you note, April 13th, 2011

Nordiscope survey has closed – response rate topped all expectations!

Nordiscope survey opened that opened on Wednesday, March 22nd, has closed last week and the response data is currently being analyzed. 75 out of 80 white-collars who received a survey invitation via e-mail, submitted their responses resulting in a response rate of **94%**! Many thanks to all the respondents! By location, the response rates were the following:

• Turku 100 %
• Helsinki 85 %
• Salespeople 100 %

Two winners were drawn amongst the group of respondents who had submitted their contact information for a raffle. The winners will get to choose their favorite prize from a list of items. The lucky respondents were N.N. and M.M. – congratulations!

The survey data will be analyzed with PRF management during May and June – summary of the data and conclusions drawn will be communicated to everyone at PRF.

APPENDIX 8: Original survey-related short news published in the Nordiscope intranet
(in Finnish)

An introductory story, March 22nd, 2011

Lisää tehoja intranetistä!

Kauppatieteiden kandidaatti Jonni Ahonen tekee pro gradu -tutkimusta yritysten intraneteistä ja sosiaalisten medioiden hyödyistä ja haitoista yrityksen sisäiselle viestinnälle. Tällä hetkellä Jonnin tutkimus keskittyy siihen, miten Pernod Ricard Finlandin toimihenkilöt käyttävät Nordiscope-intranetiä, kuinka hyödylliseksi se koetaan ja miten sitä voisi kehittää.

Tutkimusta ja Nordiscopen kehittämistä palvelemaan avataan keskiviikkona 23.3. kysely, johon johtava linkki julkaistaan intrassa ja jaetaan sähköpostitse. Vastausaikaa on keskiviikkon 6.4. asti ja kaikkien vastanneiden kesken arvotaan tavarapalkintoja.

\-\-\-\-\-\-\-\-\-\-\-

Jonni viimeistelee kauppatieteiden maisterin tutkintoa Aalto-yliopiston kauppakorkeakoulussa Helsingissä pääaineenaan Johtaminen. Juuri nyt johtamisessa ja organisaatioissa kiinnostaa se, voidaanko ihmisten välistä yhteistyötä ja sisäistä viestintää parantaa uudenlaisilla teknisillä työkaluilla.

Kun kyselyn tulokset on analysoitu yhdessä PRF:n kanssa ja gradutyö saatu pakettiin, Jonnin elämä jatkuu kesän verran rakkaiden harrastusten, partion ja salibandyn parissa. Kesän aikana juhlittaneen myös Carringtonin makuisia valmistujaisia ja syyskuussa odottavat uudet haasteet strategiakonsultoinnin alalla.

First reminder, March 29th, 2011

Nordiscope-kysely käynnissä vielä 9 päivää – vastaustasi kaivataan!

Viime viikolla avautui kysely, jolla kauppatieteiden kandidaatti Jonni Ahonen tutkii sitä, miten Pernod Ricard Finlandin toimihenkilöt käyttävät Nordiscope-intranetiä, kuinka hyödylliseksi se koetaan ja miten sitä voisi kehittää. Kiitokset jo nyt kaikille vastanneille!

Tällä hetkellä Turun toimihenkilöistä **46 %** on vastannut kyselyyn, Helsingin osalta luku on **47 %**. Myyntihenkilöstöstä taas jo **60 %** on jättänyt vastauksensa. Jotta vastauksianne voidaan hyödyntää Jonnin gradututkimuksessa ja jotta niiden perusteella voidaan ryhtyä parannustoimenpiteisiin PRF:n sisällä, on kriittistä, että saamme vastaukset myös kaikilta lopuilta toimihenkilöiltä. Kysely on auki keskiviikkoon 6.4. asti.

Käytä siis 8 minuuttia aikaasi vastaamalla linkin takana avautuviin kysymyksiin:

https://www.113.vovici.net/se.ashx?s=13B2588B3C7FEE43

Jo vastanneet henkilöt ovat antamassaan palautteessa pitäneet kyselyä vastaajaystävällisenä – toivottavasti sinultakin liikenee hetki vastaamiseen. Kyselyn jälkeen voit vielä jättää yhteystietosi ja osallistua seuraavien tuotteiden arvontaan:
• iPod Shuffle 2 Gt -soitin
• Panasonic DMC-F2 -digikamera
• Hackman Rotisseur -paistokasari

Kiitos arvokkaasta ajastasi!

Second reminder, April 4th, 2011

Nordiscope-kysely käynnissä enää 2 päivää – ota osaa loppurutistukseen ja käy jättämässä vastauksesi!

Toissa viikolla avautui kysely, jolla kauppatieteiden kandidaatti Jonni Ahonen tutkii sitä, miten Pernod Ricard Finlandin toimihenkilöt käyttävät Nordiscope-intranetiä, kuinka hyödylliseksi se koetaan ja miten sitä voisi kehittää. Kiitokset jo nyt kaikille vastanneille!

Tällä hetkellä Turun toimihenkilöistä jo 85 % on vastannut kyselyyn, kun Helsingin osalta luku on 79 %. Myyntihenkilöstöstä taas 80 % on jättänyt vastauksensa. Jotta vastauksianne voidaan hyödyntää Jonnin gradututkimuksessa ja jotta niiden perusteella voidaan ryhtyä parannustoimenpiteisiin PRF:n sisällä, on kriittistä, että saamme vastaukset myös kaikilta lopuilta toimihenkilöiltä. Jos sinulta on aiemmin jäänyt kyselyn täyttäminen kesken, käythän vielä tekemässä sen loppuun saakka. Kysely on auki keskiviikkoon 6.4. asti.

Käytä siis 8 minuuttia aikaasi vastaamalla linkin takana avautuviin kysymyksiin:

https://www.113.vovici.net/se.ashx?s=13B2588B3C7FEE43

Jo vastanneet henkilöt ovat antamassaan palautteessa pitäneet kyselyä vastaajaystävällisenä – toivottavasti siis sinultakin liikenee hetki vastaamiseen. Kyselyn jälkeen voit vielä jättää yhteystietosi ja osallistua seuraavien tuotteiden arvontaan:
• iPod Shuffle 2 Gt -soitin
• Panasonic DMC-F2 -digikamera
• Hackman Rotisseur -paistokasari

Kiitos arvokkaasta ajastasi!

Thank-you note, April 13th, 2011

Nordiscope-kysely sulkeutunut – vastausprosentti ylitti odotukset!

Keskiviikkona 22.3. avautunut Nordiscope-kysely on sulkeutunut viime viikolla ja kyselyvastausten käsittely on nyt käynnissä. Kyselykutsun sähköpostiinsa saaneista 80 toimihenkilöstä 75 kävi jättämässä vastauksensa – vastausasteeksi tuli näin 94 %! Suuret kiitokset kaikille vastanneille! Toimipaikoittain vastausprosentit näyttivät seuraavilta:

• Turku 100 %
• Helsinki 85 %
• Myyntihenkilöstö 100 %

Yhteystietonsa jättäneistä arvottiin kaksi voittajaa, jotka saavat valita itselleen tavarapalkinnon annetuista vaihtoehdoista. Arvonnassa onnettaren suosikkeja olivat N.N. ja M.M. – onnea voittajille!

Kyselyn vastauksia analysoidaan PRF:n johdon kanssa touko–kesäkuun aikana, tehdyt yhteenvedot ja johtopäätökset tuodaan myös koko PRF:n tietoon.