Abstract

This doctoral thesis focuses on the conceptualization of organizational readiness and its implications for IT implementation success. Organizational readiness has been studied in the IS literature for several decades and yielded valuable insights on various IS topics, including IT adoption and implementation (Iacovou et al. 1995), IT implementation success (Zhu et al. 2010), IT outsourcing (Kien et al. 2010), knowledge management (Rusly et al. 2012), and cloud-based services (Loebbecke et al. 2012). Despite the strong and growing implications of this construct for the IS discipline, as of today there is no comprehensive and critical assessment of the conceptualization of this construct and of its implications for our field. This has led to ambiguities surrounding the meaning of organizational readiness, and has contributed to ambivalent results regarding its links to other constructs including IT implementation success (Martin et al. 2008; Rusly et al. 2012; Shahrasbi and Paré 2014).

In light of the above, the main objective of this thesis is to clarify the conceptualization of organizational readiness and to further investigate its relationship with IT implementation success. To that end, the first essay aims to review the extant literature and critically appraise the conceptualization of organizational readiness construct in our discipline. Based on the findings of this review and the insights gained from a series of in-depth interviews with seasoned IT project/change management specialists, we propose a multi-dimensional conceptualization of organizational readiness. The proposed conceptualization is expected to broaden and deepen our collective understanding of this important construct in our domain. It is also likely to provide a reliable basis for the future studies that aim to develop psychometric properties and measurement instruments for this construct (Basole 2007; Martin et al. 2008).

An earlier version of this essay, entitled “Rethinking the Concept of Organizational Readiness: What Can IS Researchers Learn from the Change Management Field,” was presented at the Americas Conference on Information Systems (AMCIS) in August 2014.

The second essay aims at theory building and investigates the relationship between organizational readiness and IT implementation success. As mentioned above, previous empirical studies on the relationship between organizational readiness and IT implementation success report inconclusive results. In addition, the “variable approach” that has been adopted in prior studies has yielded limited insights on the nature of this relationship and, more importantly, on the influence of organizational readiness on the dynamics of implementation process (Goodman and Griffith 1991; Paré 2002). In order to open the “black box” and shed light on the underlying mechanisms and processes that link organizational readiness and IT project success, we conducted a qualitative survey with 30 IT project/change management experts. Using a grounded theory approach as our main methodology, we inductively derived a framework which is comprised of two conceptual paths and four mediating processes that link organizational readiness to IT implementation success. The proposed conceptual framework is...
expected to have several implications for both research and practice. An earlier version of this essay, entitled “Inside the ‘Black Box’: Investigating the Link between Organizational Readiness and IT Implementation Success,” was presented at the International Conference on Information Systems (ICIS) in December 2015.

**Keywords:** Organizational readiness, IT-based transformation, IT implementation success, literature review, qualitative survey, expert interview.

**Research methods:** Qualitative survey, expert interview, literature review