

# A Longitudinal Assessment of Human Aspects for Continuous Improvement in IT Implementation

Beverly Oswalt

Department of Management, Marketing, and MIS, Southern Arkansas University  
Magnolia, AR 71754  
Email: bjoswalt@saumag.edu

and

Azmi Ahmad

Department of Management, Marketing, and MIS, Southern Arkansas University  
Magnolia, AR 71754  
Email: abahmad@saumag.edu

and

Fred Coleman

Department of Accounting, Economics, and Finance, Southern Arkansas University  
Magnolia, AR 71754  
Email: fcoleman@saumag.edu

**Keywords:** IT assessment, continuous improvement, human aspects, corporate culture

**Abstract:** Organizations spend time, money, and effort on the planning, development, and implementation phases of an IT project/process but ignore and rarely measure the post-implementation, long-term impact on job satisfaction, employee morale, productivity/performance, interpersonal relationships among employees, worker retention, and corporate culture.

This research-in-progress extends current research by developing an assessment instrument for measuring the human aspects of an IT project/process and a model for continuous improvement of human aspect measures for an IT project/process. Six measures were developed and include: exposure to change, openness to change, acceptance of change, job satisfaction, job complexity, and personal well being. Additionally, background variables identify the type of worker (information worker, knowledge worker, manager) and measure age, gender, and length of employment.

The researchers will present the continuous improvement model and discuss the results of field-testing the assessment instrument at the OSRA Conference in March 2005. The potential impact of this study is to equip data collectors with a new tool for measuring, over time, the long-term impact of IT implementation.