

Appendix A: Glossary

1. Introduction

The following terms are defined as they have either not been defined or have not been explicitly defined within the body of the dissertation. The purpose of the glossary is to provide a common understanding of terms that form a foundation for the main problem; the impact of the internet on organisational culture within the IT industry. Terms that are not defined in the glossary are defined as they occur within the various chapters.

Additional terms have been defined in the fact sheet that is part of the questionnaire. This can be found in Appendix B.

2. Definition of terms

Behaviour

To behave is to act or react in a specified way. Behaviour refers to manners or the way of doing things (Sykes, 1978:67). Synonyms for behaviour according to the thesaurus are: actions, bearing, carriage, comportment, conduct, demeanour, deportment, manner, ways, functioning, operate (Collins, 1998:45)

Culture

“Culture is a pattern of beliefs and expectations shared by the organization’s members. These beliefs and expectations produce norms that can powerfully shape the behaviours of individuals and groups” (Grantham, 2000:34). The Thesaurus lists the following synonyms: civilisation, customs, life style (Collins, 1998:105).

Cyberspace

“Computer theorists use the term ‘cyberspace’ to refer to the notional social arena we ‘enter’ when using computers to communicate. ‘Cyberspace’ can be used more generally to refer to the potential ‘lifeway’ or general type of culture being created via Advanced

Information Technology (AIT), the congeries of artifacts, practices, and relationships coming together around computing” (Hakken, 1999:1).

Digital age

The age or era of electronics, e.g. the computer, television, cellular telephone, etc. Hakken (1999:245) defines this as the “post-industrial” age.

Digital property

Electronic belongings, e.g. computer files. Harris (1998:6) defines that digital property “...is the content on your computer or on the Internet”.

E-business (electronic business)

“The digital enablement of transactions and processes within a firm, involving information systems under the control of the firm” (Laudon, and Traver, 2002:7).

E-commerce (electronic commerce)

“Encompasses all business conducted by means of computer networks” (Department of Communications, Discussion Paper on Electronic Commerce, 1999:4). Laudon and Traver (2002:6) describe e-commerce as “the use of the Internet and the Web to transact business. More formally, digitally enabled commercial transactions between and among organizations and individuals”.

Global village

Term that is used to describe the phenomenon of globalisation, the effect that the world feels smaller and more like a small town or community because of the connection that people have as a result of the internet.

Internet abuse

The exploitation and misuse of the organisation’s internet resource by employees. Specifically this is the abuse of the organisation’s time, reputation and expenses in terms of bandwidth, misrepresentation of the organisation on the internet and misuse of employees’ productive working time.

Online

Connected to the internet.

Values

“Standards or principles considered valuable or important in life” (Mark, 1999:45). Lessem (1990:49) states that values are manifestations of the culture but not necessarily the essence of culture.

Virtual communities

Groups of people who communicate over the internet with each other on topics that they have in common. Virtual communities have commonalities with physical communities in that they meet regularly, exchange ideas and share common interests (i.e. reasons for being part of the community).

World Wide Web

“The subset of Internet computers that connects in a specific way that allows for easy sharing of data using a standard interface” (Schneider and Perry, 2000:394).

Appendix B: Questionnaire

Definitions

The following definitions are supplied to remove ambiguity that may exist around specific terminology that is used in the questionnaire. Other definitions may exist so please read the definitions in context of the questionnaire.

- **Consulting environment**
The environment that exists where services are sold to assist in the solving of a problem or in the exploitation of an opportunity. This problem/opportunity may also be software development.
- **Internet policy**
The policy that an organisation employs in order to control the use or abuse of the internet and email within the organisation. The internet policy states what the employee is forbidden to do on the internet and with email as well as what his/her rights are in this regard.
- **Netiquette**
Email etiquette. For example: do not type only in capital letters; do not forward chain letters; etc.
- **Organisational culture**
Corporate or organisational culture is similar but not the same as national, ethical, religious or any other culture. Organisational culture specifically refers to the values and behaviors of employees in work organisations.
- **Organisational culture due diligence**
The process of reviewing and investigating the statements and representations of an organisation with respect to its attitudes; beliefs; values and accepted norms.
- **Software development environment**
The environment that exists in which software is built or enhanced.
- **Subculture**
A fragment of a culture that exists within a culture – the beliefs, values and assumptions that may compete with the dominant culture. A subculture may be present within the different divisions or business units of an organisation – or they may exist within the same division or business unit.

Questionnaire

MCom Informatics dissertation

Purpose:

This questionnaire serves to gather information on different views on the impact of the internet on organisational culture. It aims to determine how employees use the internet and email at work, both for business and for personal use, and what impact this has on organisational culture.

How to complete the questionnaire:

This questionnaire should be completed as honestly as possible; there are no incorrect answers. You can complete it electronically or by hand if you would prefer to print it. Please mark answers with a cross in the appropriate checkbox.

Should you be unfamiliar with the specific terminology used in this questionnaire please refer to the attached definitions. Should you have any further questions please do not hesitate to ask; contact details are provided on page 9.

There are five sections:

Section:	Contains:
A:	Personal details
B:	Internet and email use for business purposes
C:	Internet and email use for personal purposes while at work
D:	Organisational culture
E:	Culture and attitude towards the internet/email in the organisation

* Denotes optional fields

Section A: personal details

Name *:	
Occupation:	
Grade/level*:	
Telephone #*:	
Email address:	

Please note that even though Grade/level is an optional field, if the exact grade or level is confidential or sensitive, it would be beneficial to the study if you could fill in: junior; senior; or middle management.

Section B: internet and email use for business purposes

1. Do you use the internet or email for work purposes?

Yes No

2. If yes, please describe what you use the internet or email for:

(Include primary as well as supporting work activities – e.g. primary being web design (internet) or customer response (email) and supporting being timesheet capture and approval (internet) or communication with team (email))

3. Do you find your colleagues who have access to the internet and email more or less available?

More available Less available

4. How often do you use your organisation's intranet?

- A few times a day
- Daily
- Weekly
- Monthly or once in a while
- Never

5. How useful do you find your organisation's intranet?

- Extremely useful
- Somewhat useful
- Not useful at all

Please answer questions 6 – 8 if you answered yes to question 1 above:

6. Has the use of the internet or email made your work easier and faster or more difficult and slower? Please explain how:

(You may tick both boxes if you substantiate your answer properly)

Easier/faster More difficult/slower

7. Estimate how much time you spend daily on the internet for work purposes:

- More than 8 hours
- 5 – 8 hours
- 2.5 – 5 hours
- 1 – 2.5 hours
- Less than one hour

8. Estimate how much time you spend daily on work-related email:

- More than 8 hours
- 5 – 8 hours
- 2.5 – 5 hours
- 1 – 2.5 hours
- Less than one hour

Section C: internet and email use for personal purposes while at work

9. Do you have access to the internet at work for your personal use?

- Yes No

10. If so, for which hours and for how long are you allowed to use the internet at work?

- Not during office hours and only for limited periods after hours
- Not during office hours and for unlimited periods after hours
- Anytime but only for limited periods
- Anytime and for unlimited periods

11. Are you allowed to send or receive personal emails during office hours?

Yes No

12. Please estimate the amount of time you spend on the internet and emails when your workload is normal:

More than 8 hours

5 – 8 hours

2.5 – 5 hours

1 – 2.5 hours

Less than one hour

13. Estimate this time when your workload is low:

More than 8 hours

5 – 8 hours

2.5 – 5 hours

1 – 2.5 hours

Less than one hour

14. Does the use of the internet or email hinder your productivity?

Yes No Somewhat

15. What sites do you visit most frequently?

Chat rooms

Leisure/information sites – e.g. sport or radio and TV station sites

News sites – e.g. CNN, Inet Bridge

Online services – e.g. banking or medical aid sites

Shopping and booking sites – e.g. Amazon or British Airways

Other (please specify)

16. Do you consider your personal internet use/email to be private while at work?

Yes No

17. If you answered yes to the above question: what would you do if this privacy was invaded?

(For example: management called you in to discuss limiting your visits to particular sites or limiting the amount of personal emails sent from your account)

18. Does the organisation you work for have an internet policy?

Yes No

19. If it does, how was your attention drawn to this and by whom?

(Not the person's name, just his/her role in the organisation)

20. If you answered yes to question 18 – which of the following measures is your organisation most likely to implement against employees who transgress the internet policy?

General warning sent to all staff offences.

Verbal warning

Written warning

Disciplinary action

All of the above, in the same order, according to the number of offences

21. Have you – or anyone you know – ever had measures enforced against you/them? If so, please describe these measures and how they were enforced.

Yes No

22. Where measures were taken, did you – or the person you know who this happened to – have knowledge of the internet policy?

Yes No

Section D: organisational culture

23. Describe the culture of the organisation you work at in less than ten words:

24. What is really important to your organisation?

(E.g. producing quality work; working according to a set methodology or process; selling work)

25. What behaviour or repeated actions contribute to this culture?

(E.g. organisation socials/parties; incentives; information sharing sessions; informal recognition)

26. Describe any subcultures that are present within your organisation:

(Subcultures within your business unit/division or another)

27. How does your organisation's culture differ from how it was defined in your interview before you joined the organisation?

- It differs completely, the culture is nothing like what was explained
- It differs somewhat but the core culture is the same
- It is exactly the same

28. Are you aware of any differences in organisational culture between consulting and software development environments? If so, please describe these.

Yes No

29. Has an organisational culture due diligence ever been conducted at your organisation in the time that you have been working there? Please indicate the number of years/months that you have been employed at your organisation.

Yes No

30. How would you describe the IT (Information Technology) industry's culture?

31. How would you define "internet culture" (outside of the organisation)?

32. Do you think that internet culture, as you described it in question 31, has an impact on your organisation's culture? If so, please describe how.

Yes No

33. In your opinion, has the IT industry culture been impacted the most by the internet as a result of being seen to be at the forefront of internet technology and innovation?

Yes No

34. Do you think it is possible for your organisation's culture to change? If so, what would change it?

Yes No

35. Has this culture changed in the past?

Yes No

36. If so, what events triggered this change?

(Tangible and intangible events)

37. Do you think that management describes the organisation's culture in the same way as you do?

Yes No

38. What does management do to change or enhance organisational culture?

Section E: attitude towards the internet/email in the organisation

39. Do you think that the use of the internet and email at work has changed your organisation's culture? If so, please describe how:

Yes No

40. Do you feel that the internet and email has improved the quality of your life at work?

Yes No

41. If you had already entered the workforce when the internet was introduced for the first time, did any change management take place when the internet was implemented?

Yes No

42. Have you ever received training on the internet from your organisation?
(If you have received this from another organisation please indicate the industry.)

Yes No

43. Has your organisation ever promoted or trained on netiquette?

Yes No

44. Do you have a disclaimer on your email?

Yes No

45. How often do you download or update virus protection software or patches?

- Weekly
 Once a month
 Once every three months
 Never

Thank you for the time and effort taken to complete this questionnaire.

The information drawn from the questionnaire shall remain private and confidential and shall only be used for the purpose of this research. Neither your name nor the name of your organisation will be revealed.

Would you like to receive feedback on the results of this questionnaire?

Yes No

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Appendix C: Graphs

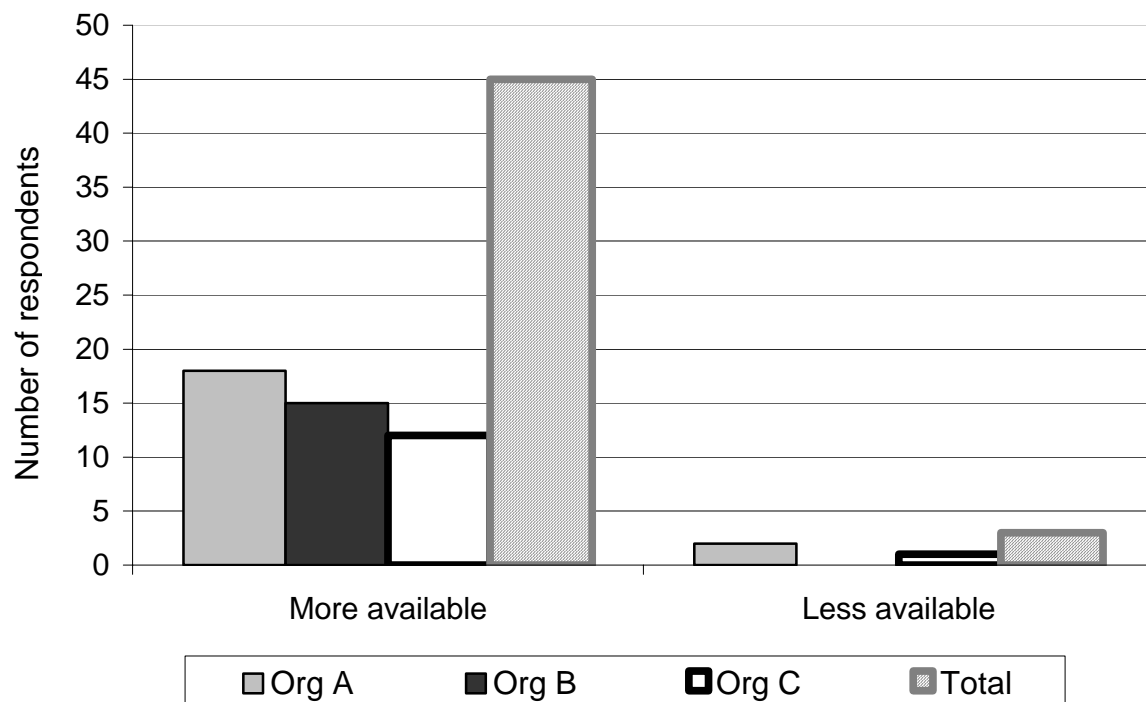
1. Introduction

Graphs have been compiled using the results obtained in the questionnaires. This appendix follows the sequence of the questions as set out in the questionnaire. Graphs have been compiled for specific questions in sections B – E. The information reflected in each of these graphs is discussed in chapter four. The reasons why some graphs and not others have been graphed are also discussed.

2. Graphs

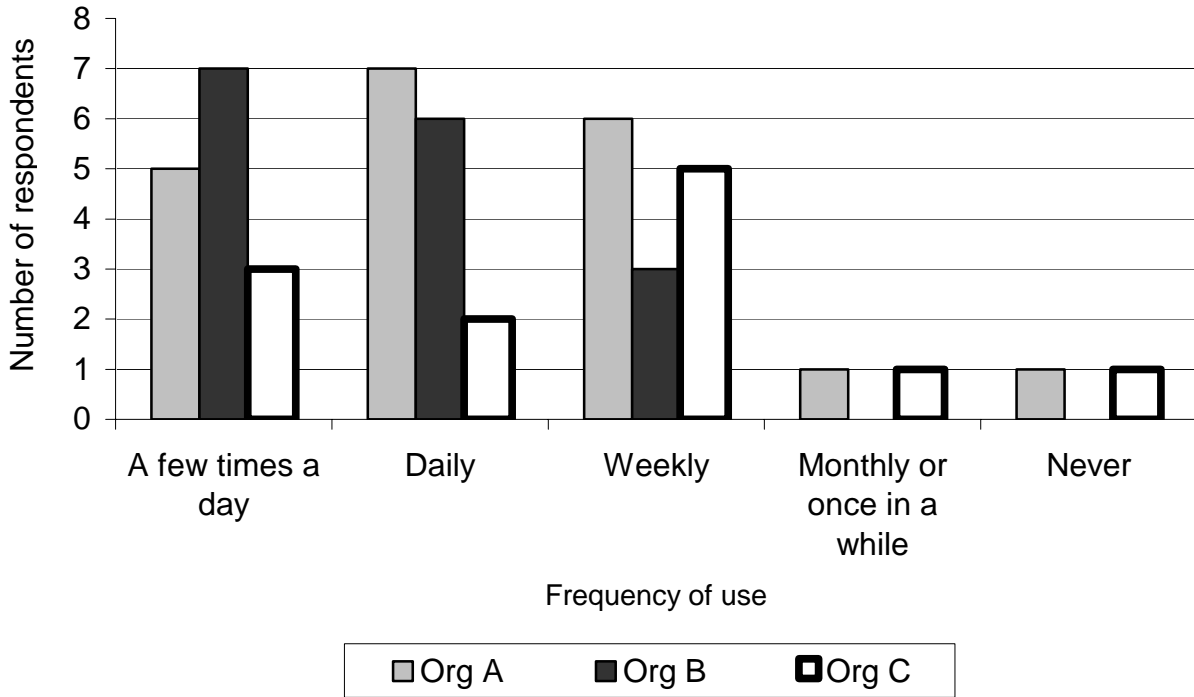
2.1 Section B: Internet and email use for business purposes

Question 3: Do you find your colleagues who have access to the internet and email more or less available?



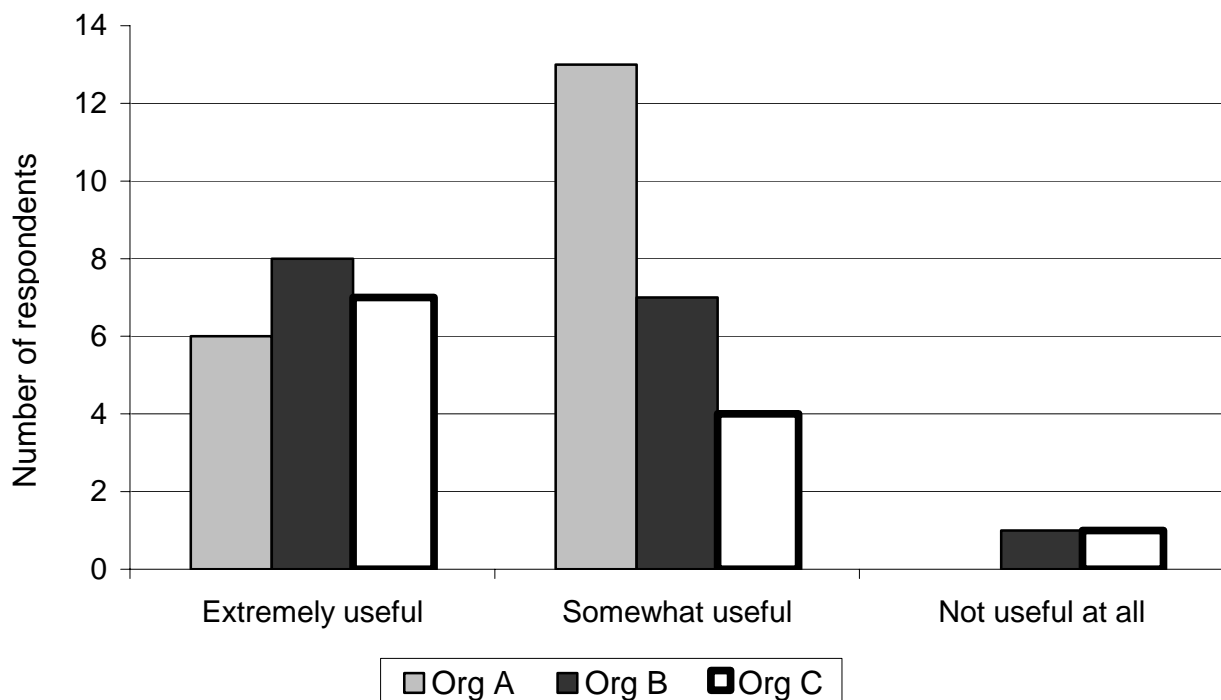
Question 4: How often do you use your organisation’s intranet?

Options: a few times a day; daily; weekly; monthly or once in a while; never.



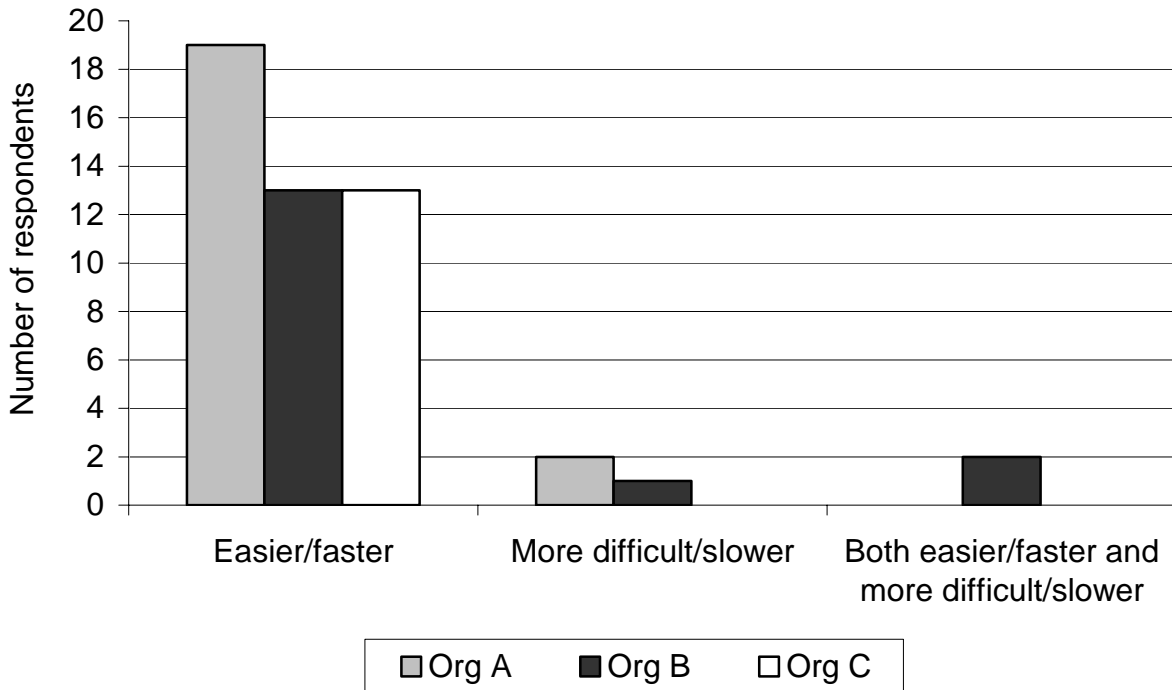
Question 5: How useful do you find your organisation’s intranet?

Options: extremely useful; somewhat useful; not at all useful.

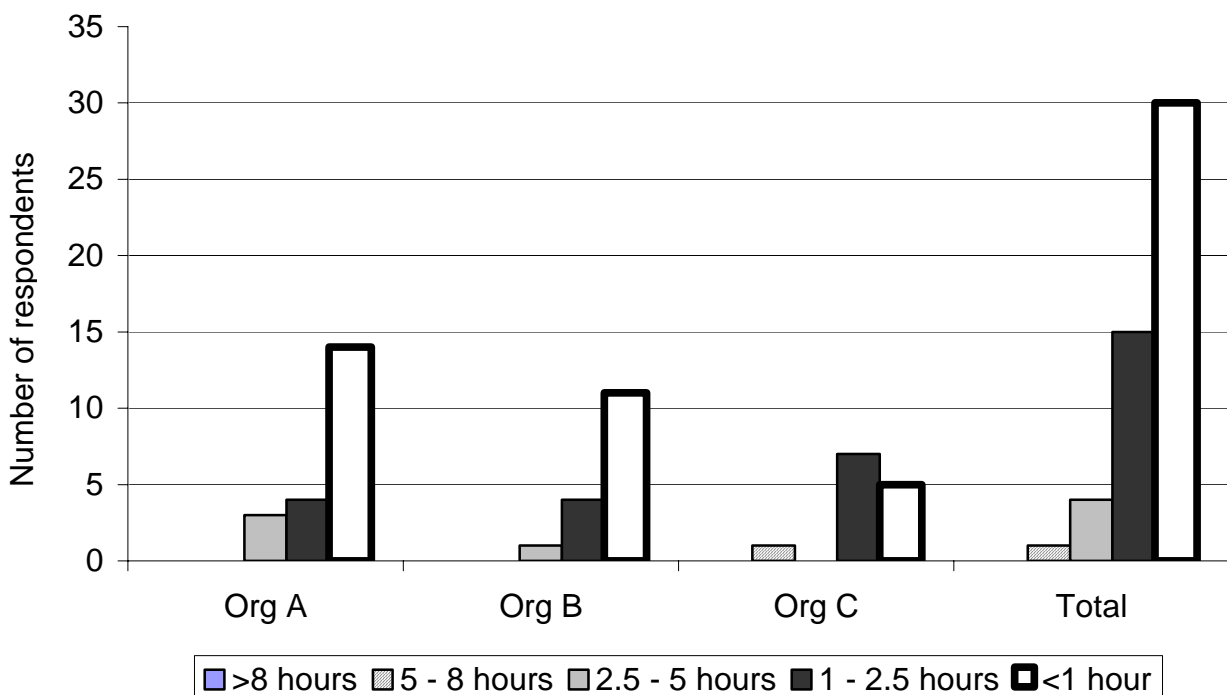


Question 6: Has the use of the internet or email made your work easier and faster or more difficult and slower? Please explain how.

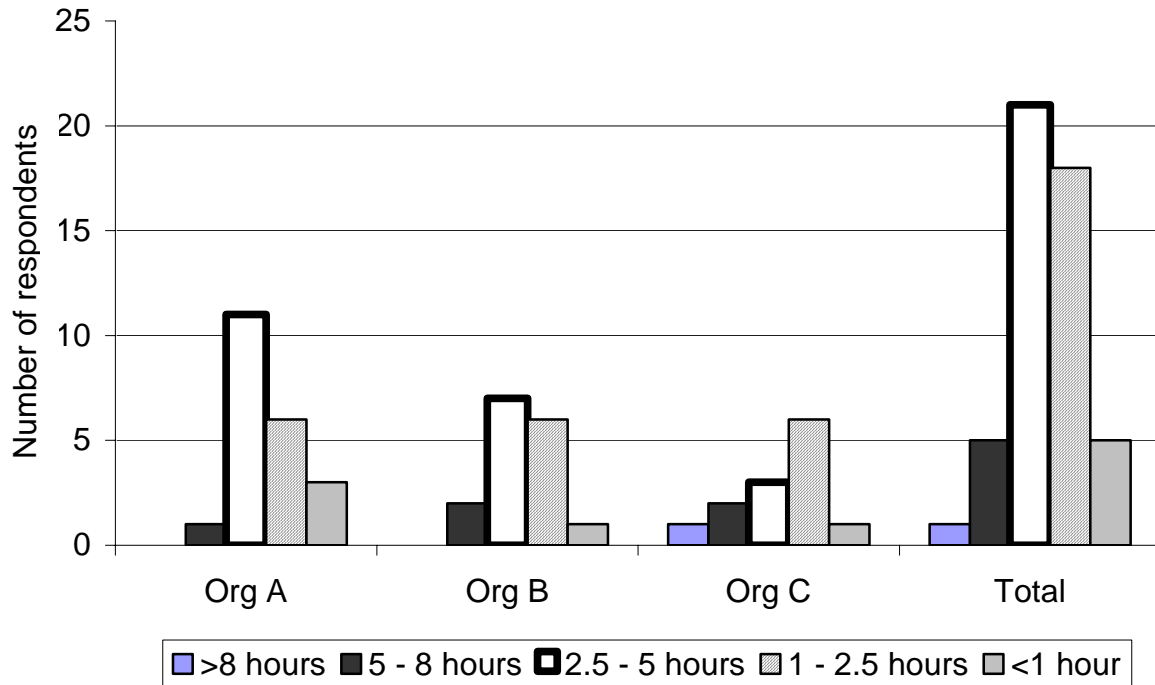
Options: easier/faster; more difficult/slower.



Question 7: Estimate how much time you spend daily on the internet for work purposes. Options: more than 8 hours; 5 – 8 hours; 2.5 – 5 hours; 1 – 2.5 hours; less than one hour.

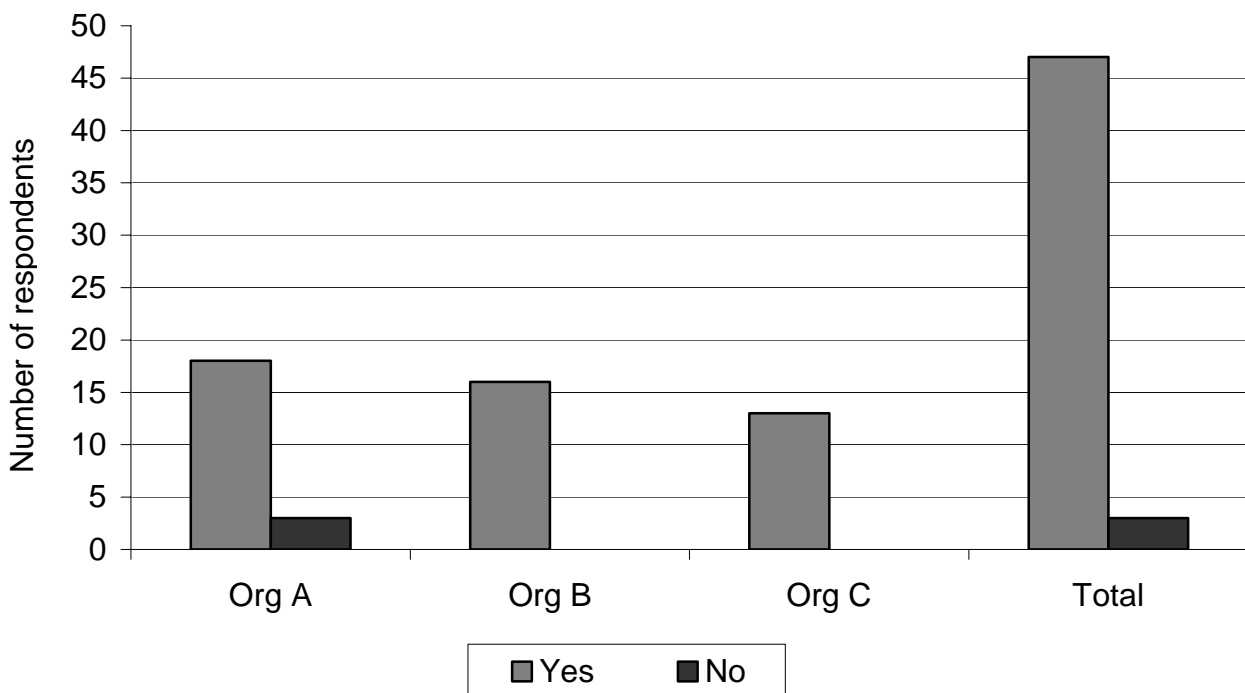


Question 8: Estimate how much time you spend daily on work-related email. Options: more than 8 hours; 5 – 8 hours; 2.5 – 5 hours; 1 – 2.5 hours; less than one hour.

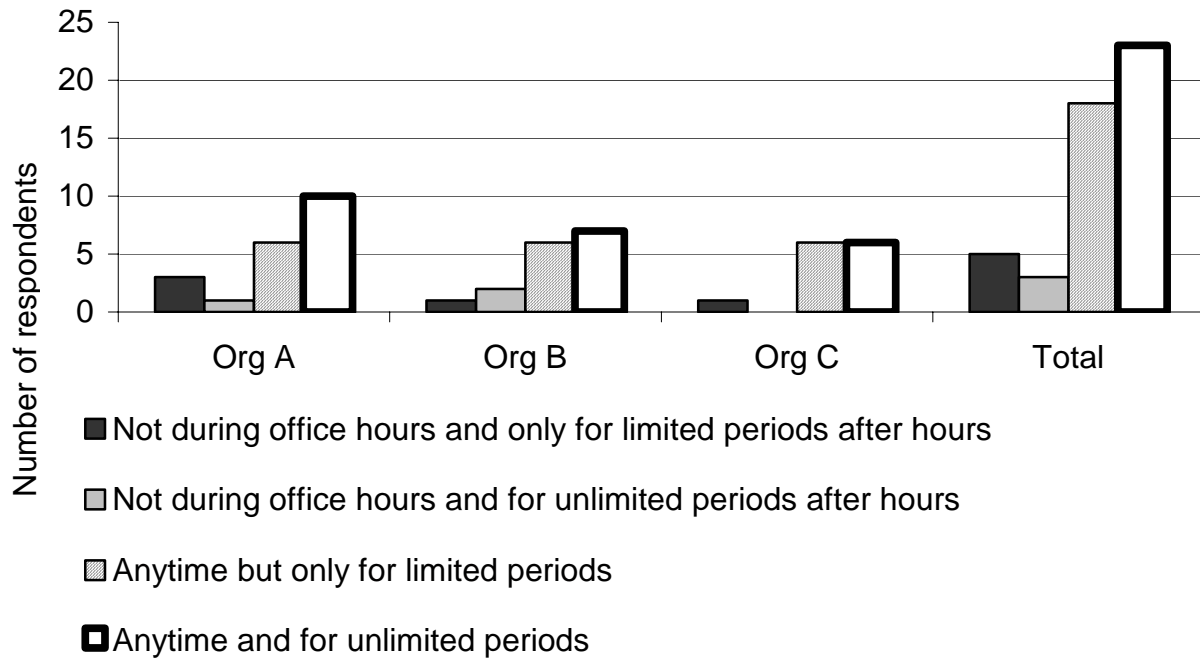


2.2 Section C: Internet and email use for personal purposes while at work

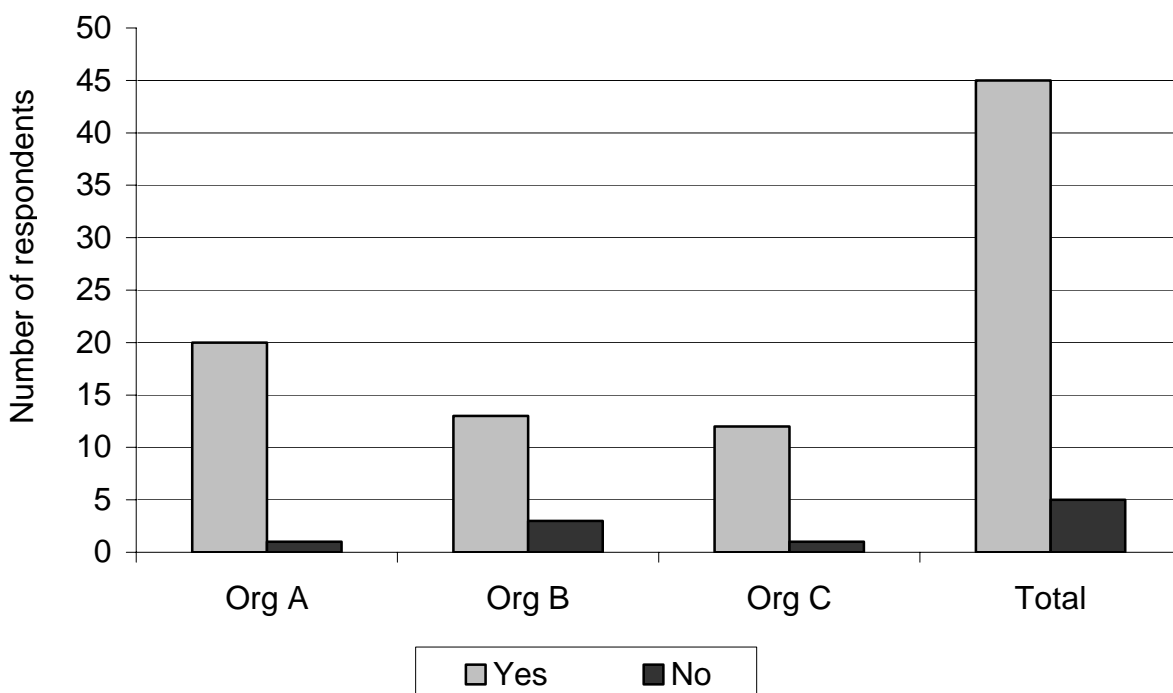
Question 9: Do you have access to the internet at work for your personal use? Options: yes; no.



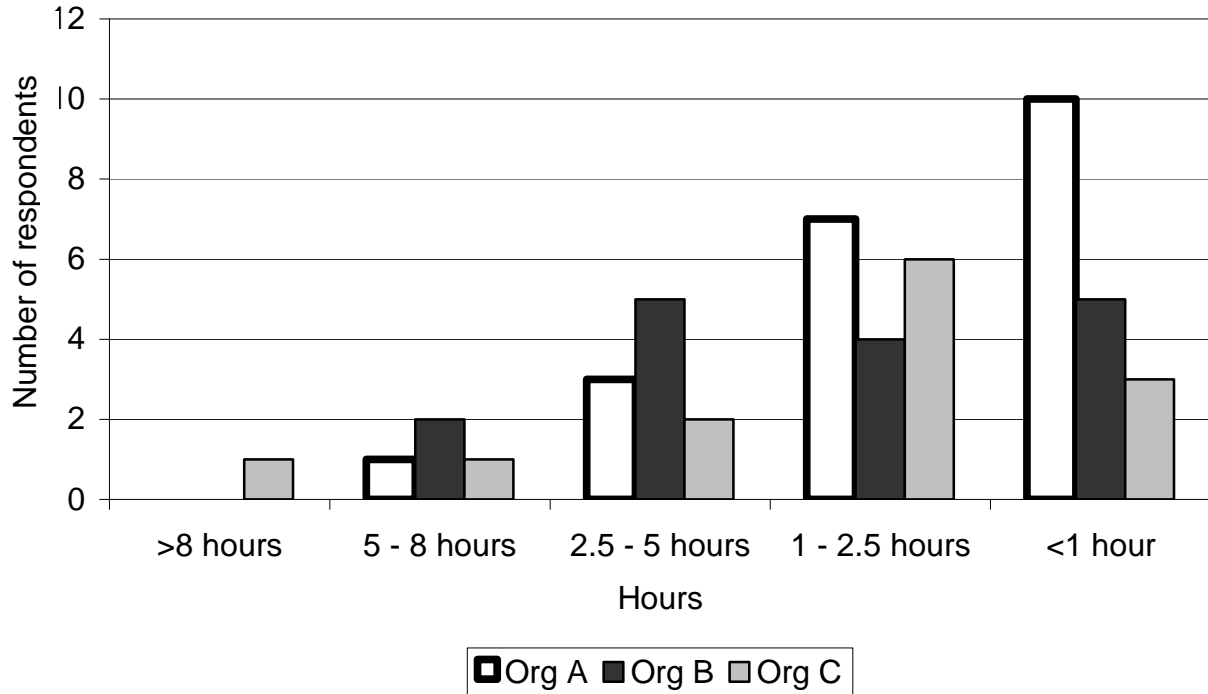
Question 10: If so, for which hours and for how long are you allowed to use the internet at work? Options: not during office hours and only for limited periods after hours; not during office hours and for unlimited periods after hours; anytime but only for limited periods; anytime and for unlimited periods.



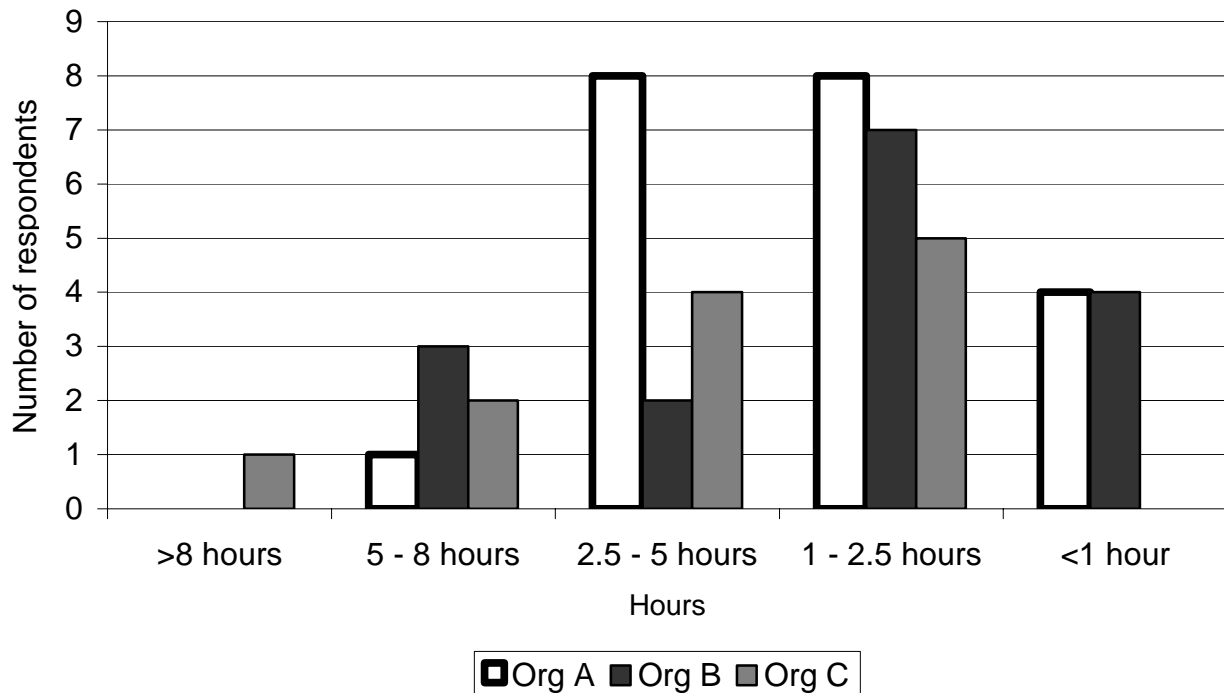
Question 11: Are you allowed to send or receive personal emails during office hours? Options: yes; no.



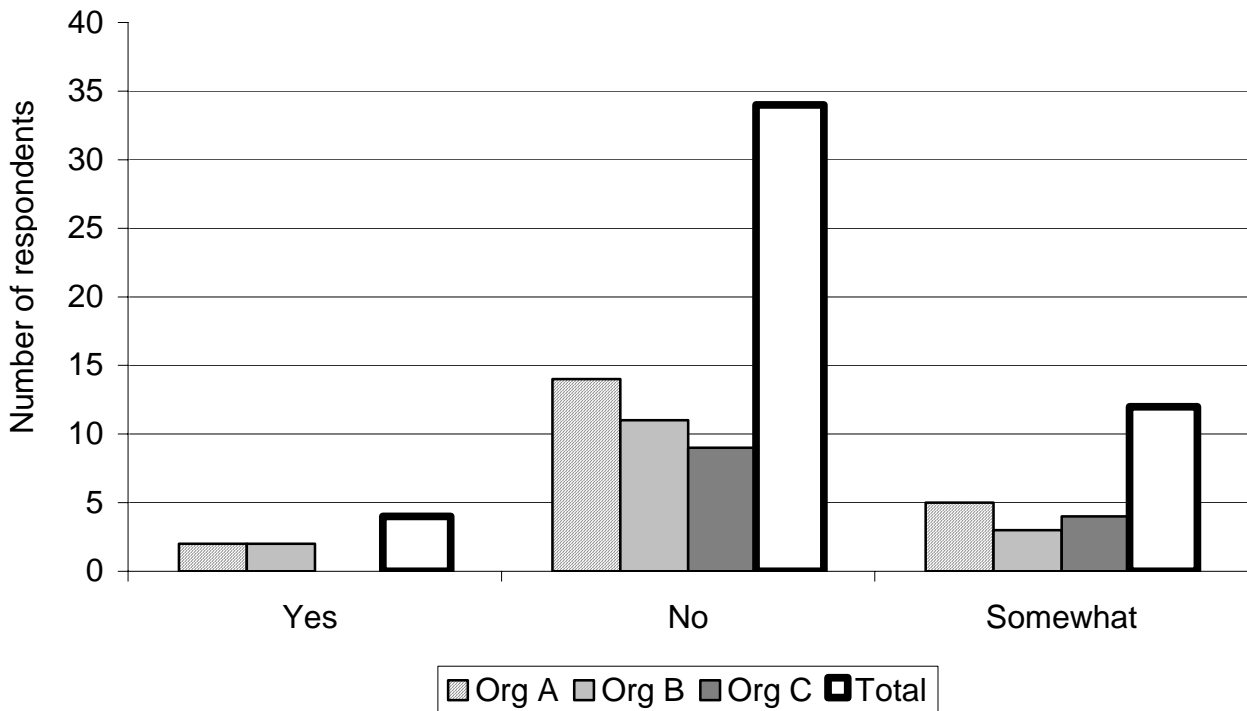
Question 12: Please estimate the amount of time you spend on the internet and emails when your workload is normal. Options: more than 8 hours; 5 – 8 hours; 2.5 – 5 hours; 1 – 2.5 hours; less than one hour.



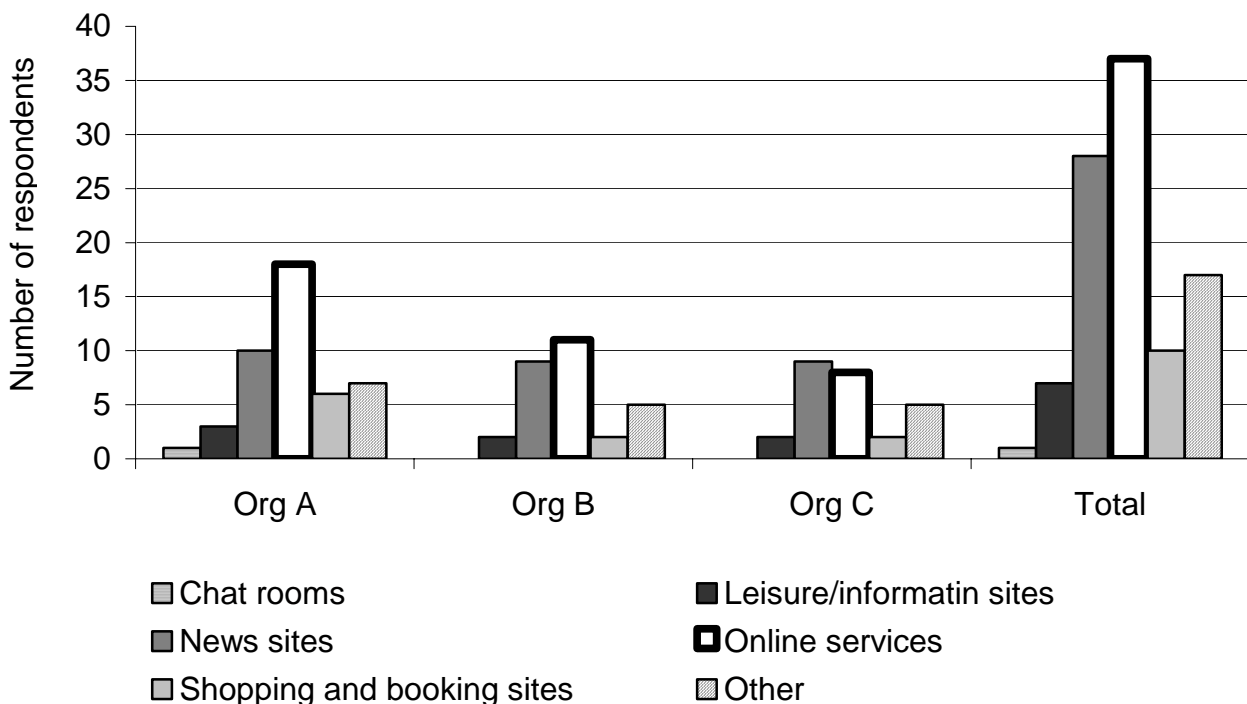
Question 13: Estimate this time when your workload is low. Options: more than 8 hours; 5 – 8 hours; 2.5 – 5 hours; 1 – 2.5 hours; less than one hour.



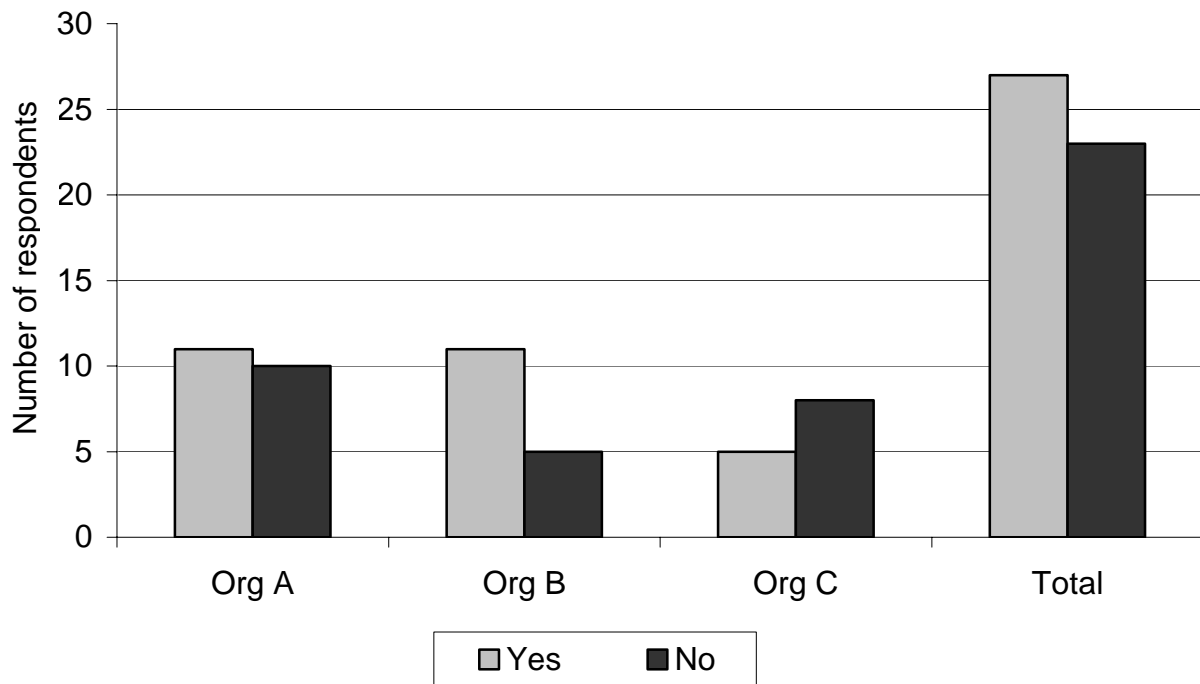
Question 14: Does the use of the internet or email hinder your productivity? Options: yes; no; somewhat.



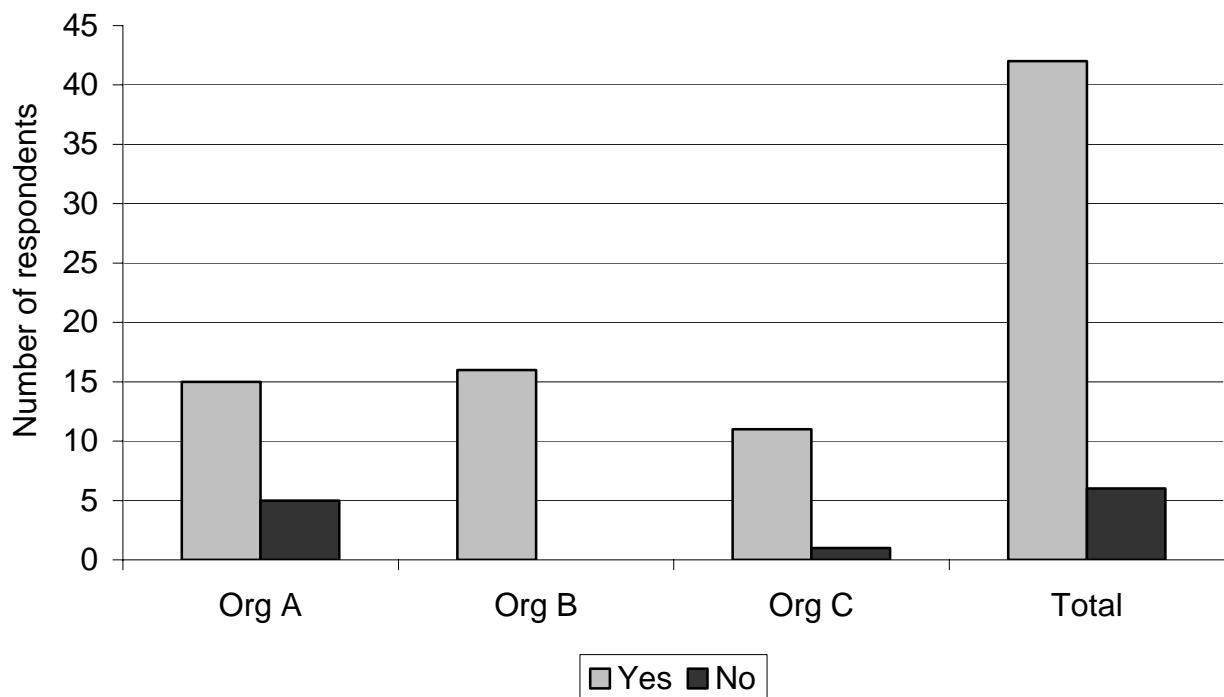
Question 15: What sites do you visit most frequently? Options: chat rooms; leisure/information sites – e.g. sport or radio and TV station sites; News sites – e.g. CNN, Inet Bridge; online services – e.g. banking or medical aid sites; shopping and booking sites – e.g. Amazon or British Airways; Other (please specify).



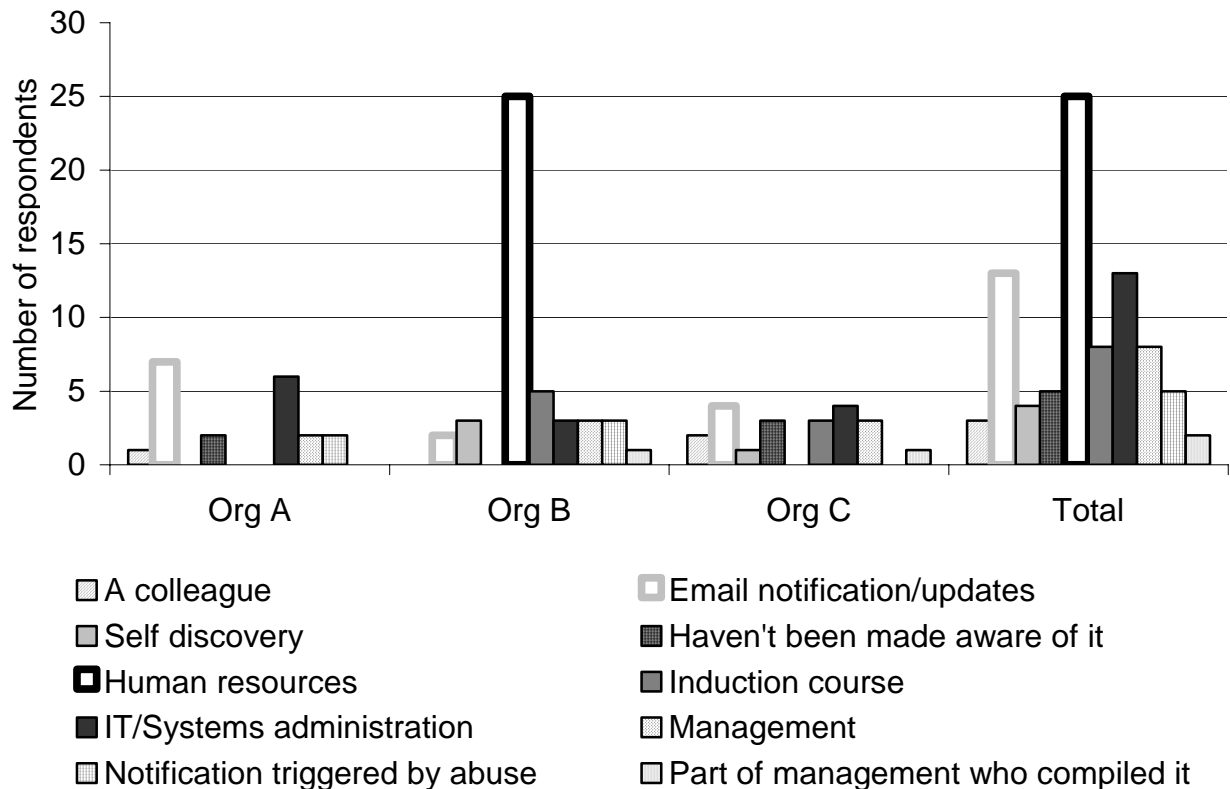
Question 16: Do you consider your personal internet use/email to be private while at work? Options: yes; no.



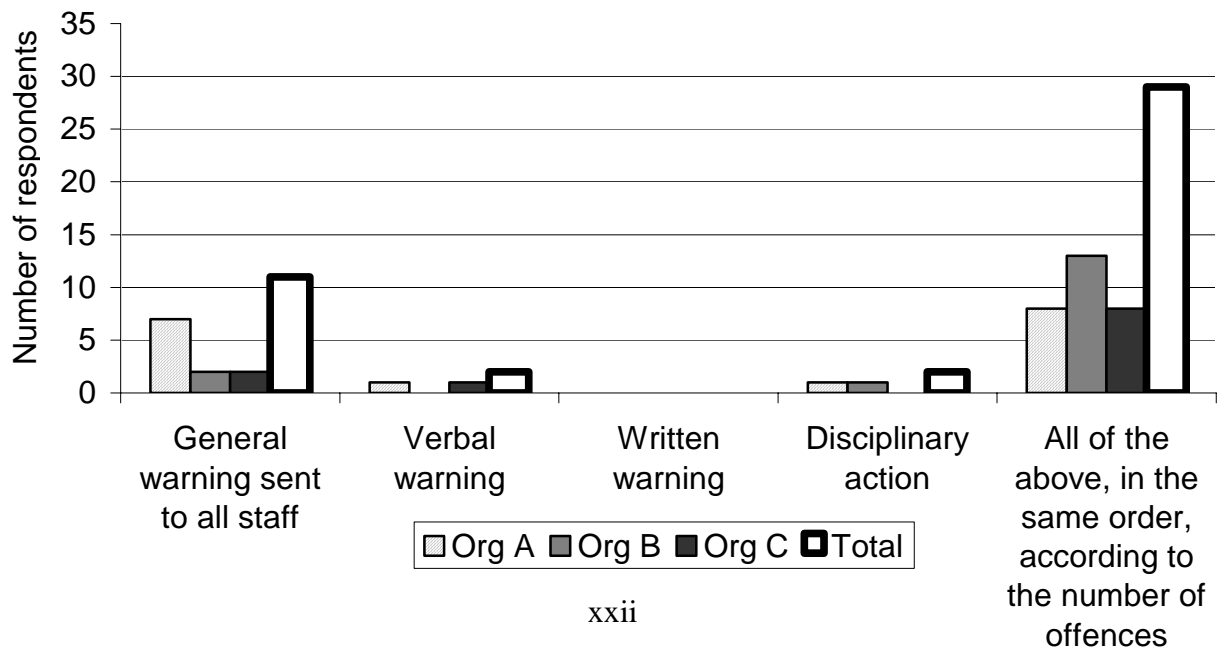
Question 18: Does the organisation you work for have an internet policy? Options: yes; no.



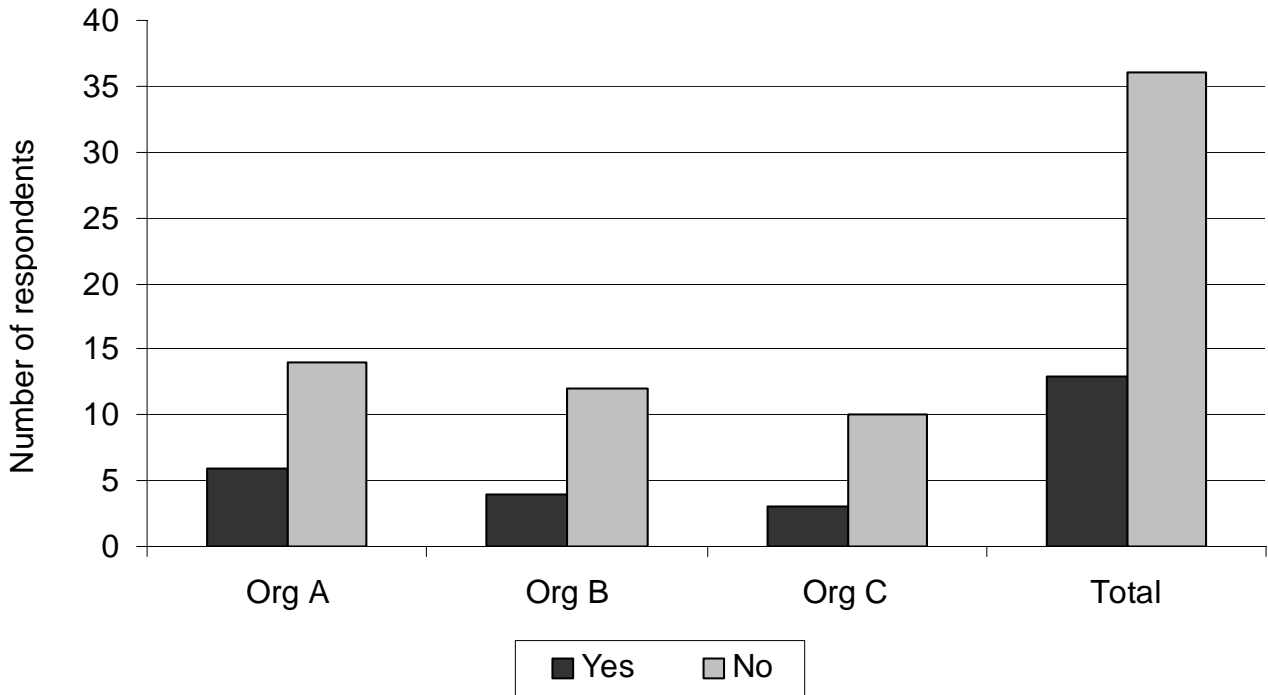
Question 19: If it does, how was your attention drawn to this and by whom? (Not the person's name, just his/her role in the organisation)



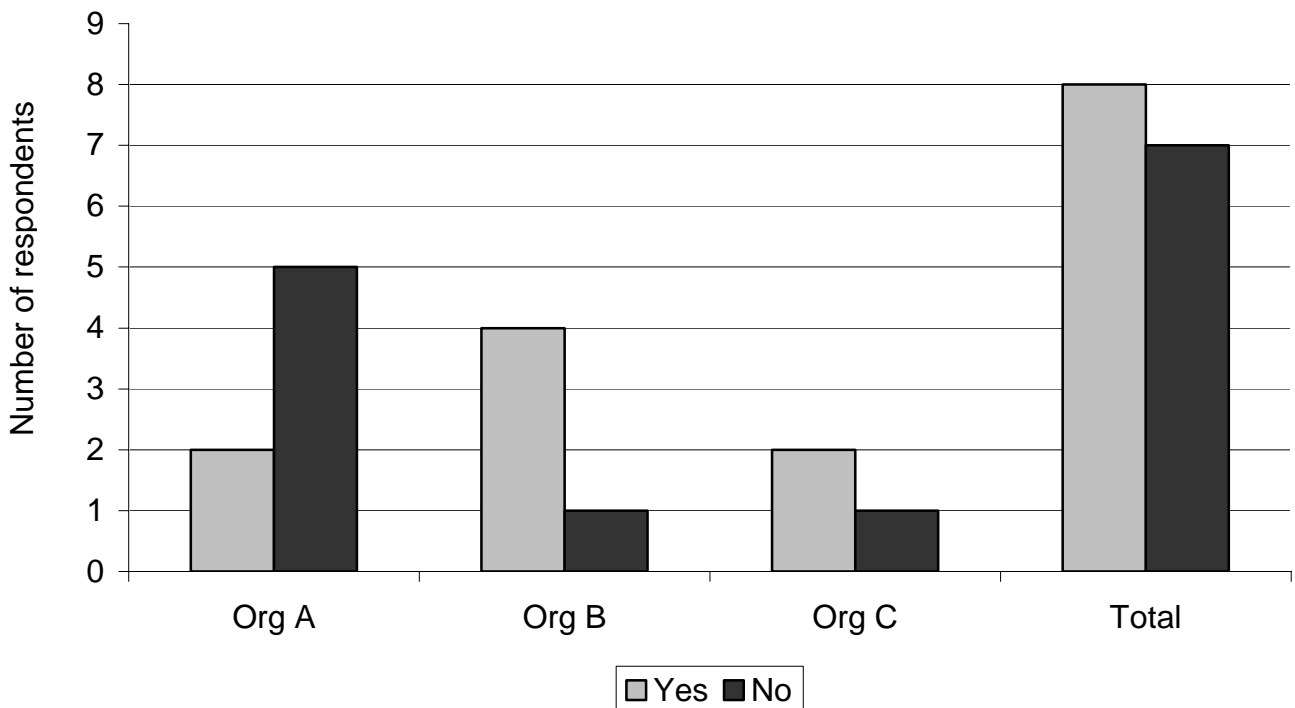
Question 20: If you answered yes to question 18 – which of the following measures is your organisation most likely to implement against employees who transgress the internet policy? Options: general warning sent to all staff; verbal warning; written warning; disciplinary action; all of the above, in the same order, according to the number of offences.



Question 21: Have you – or anyone you know – ever had measures enforced against you/them? If so, please describe these measures and how they were enforced. Options: yes; no.

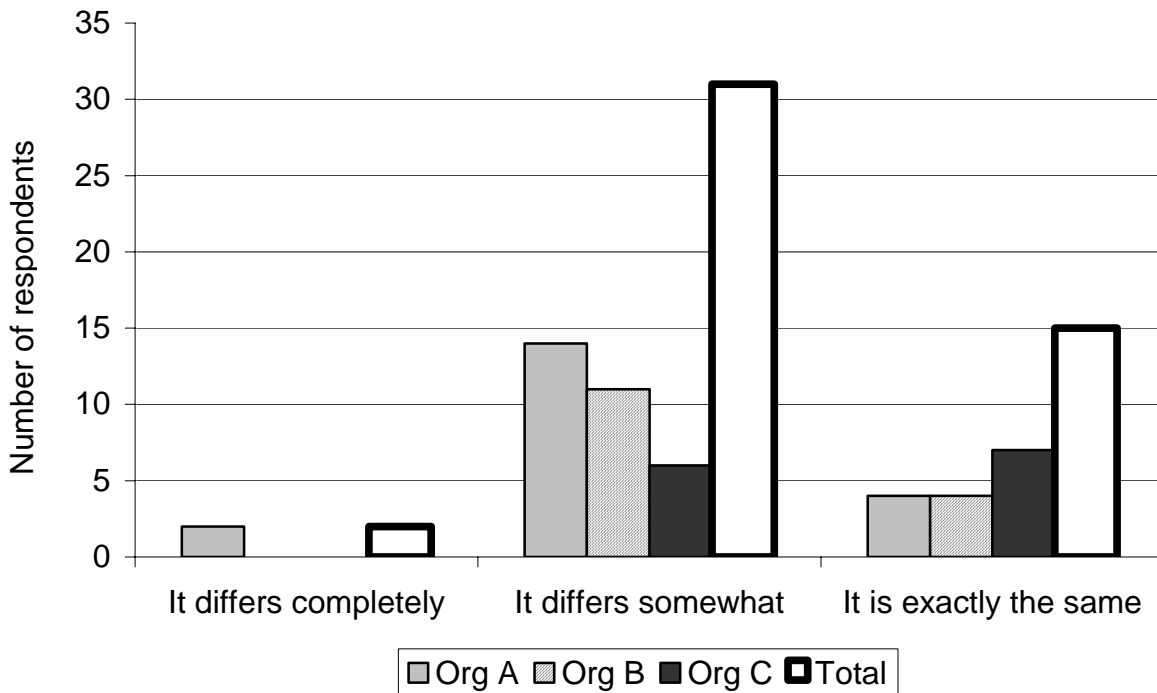


Question 22: Where measures were taken, did you – or the person you know who this happened to – have knowledge of the internet policy? Options: yes; no.

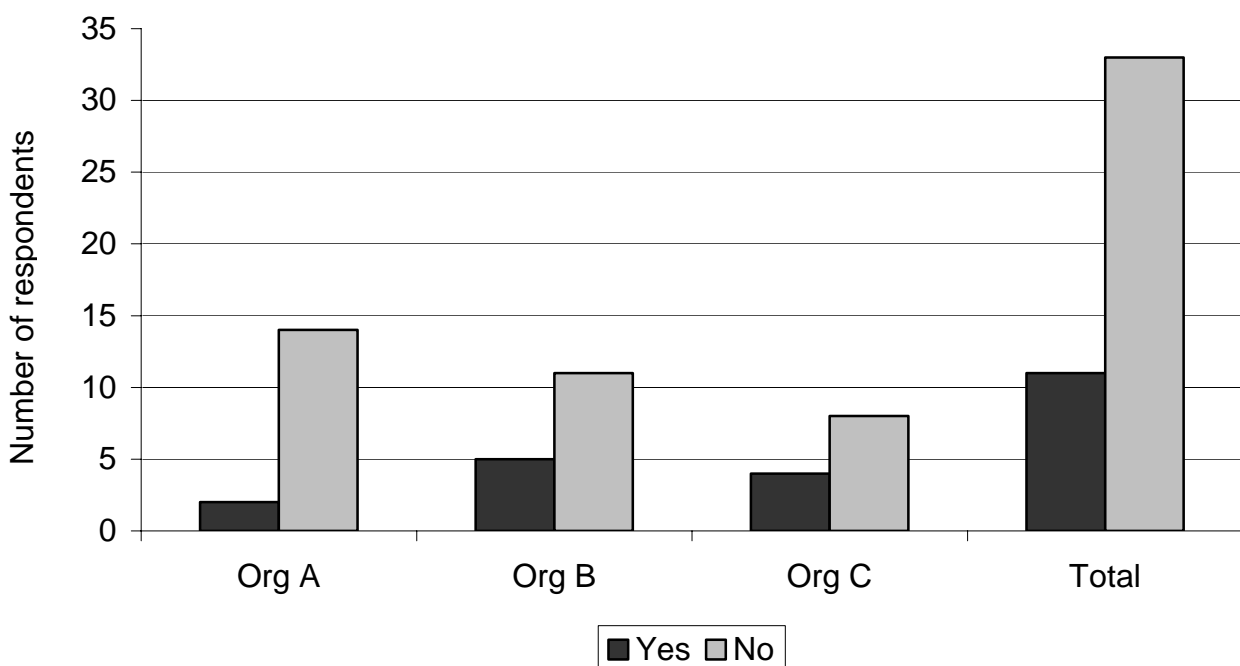


2.3 Section D: Organisational culture

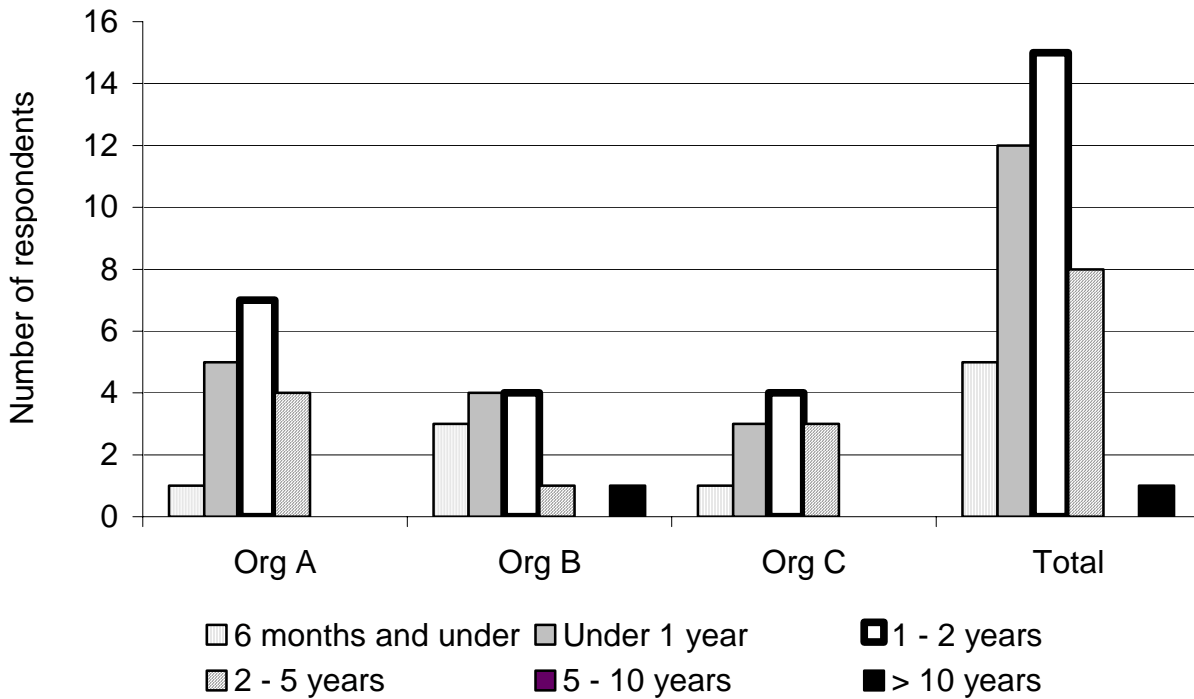
Question 27: How does your organisation’s culture differ from how it was defined in your interview before you joined the organisation? Options: it differs completely, the culture is nothing like what was explained; it differs somewhat but the core culture is the same; it is exactly the same.



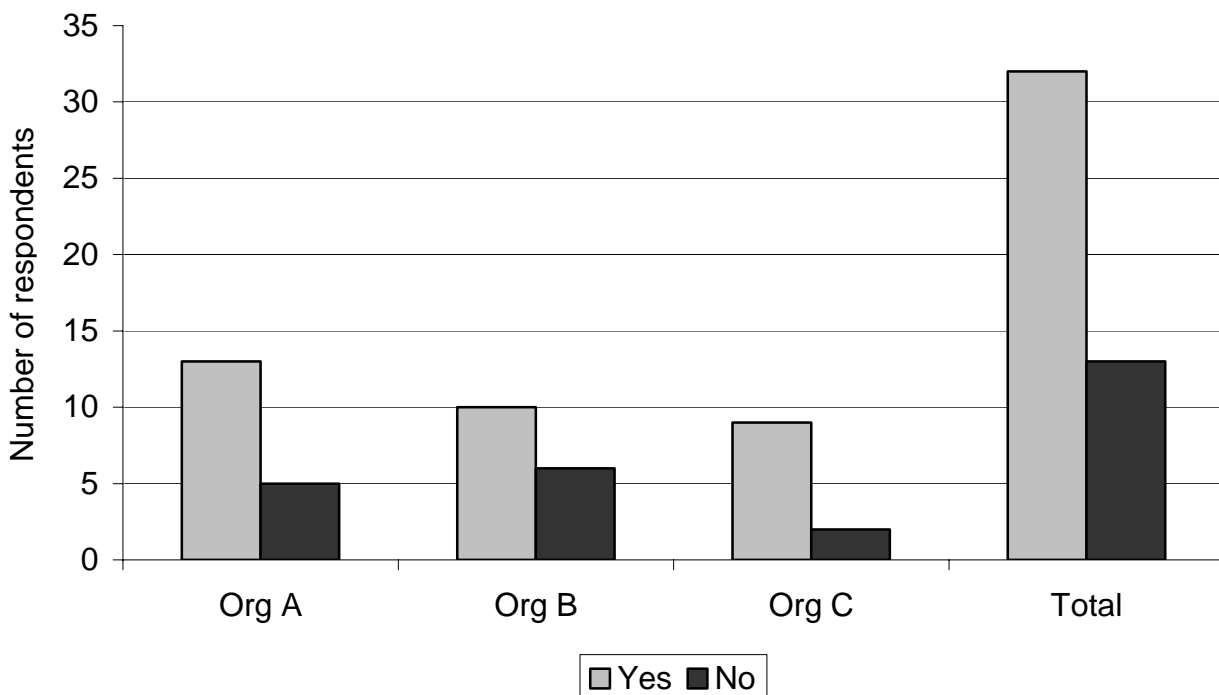
Question 29: Has an organisational culture due diligence ever been conducted at your organisation in the time that you have been working there? Options: yes; no.



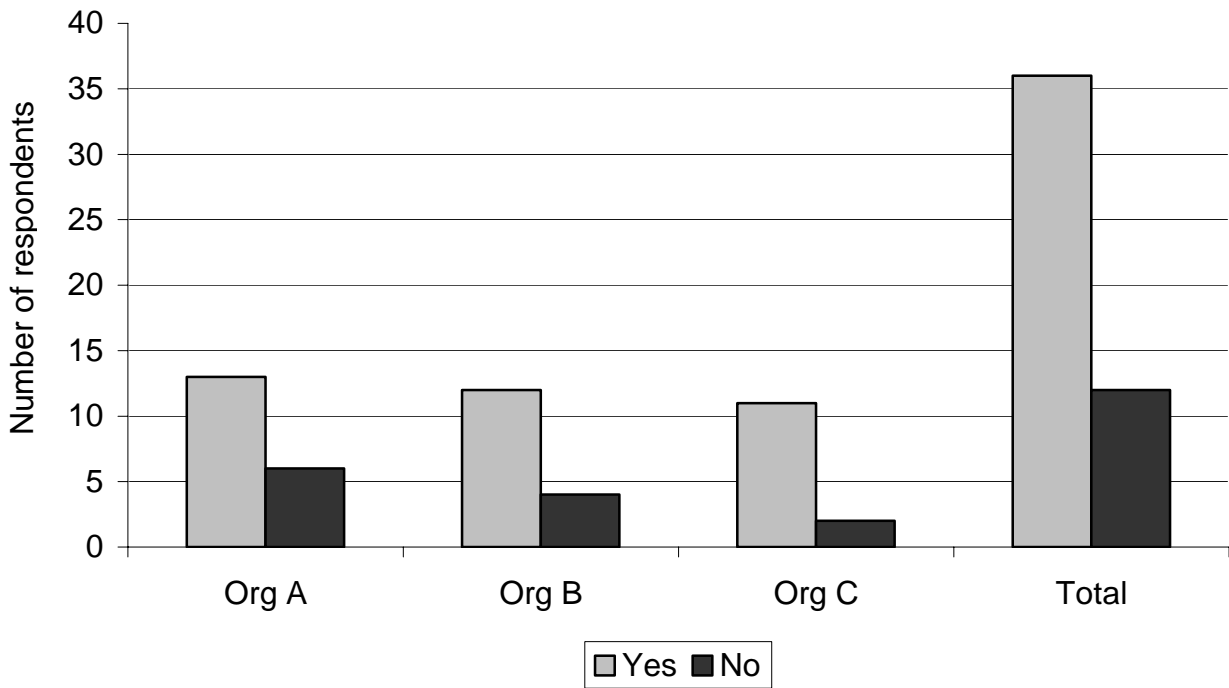
Question 29: Please indicate the number of years/months that you have been employed at your organisation.



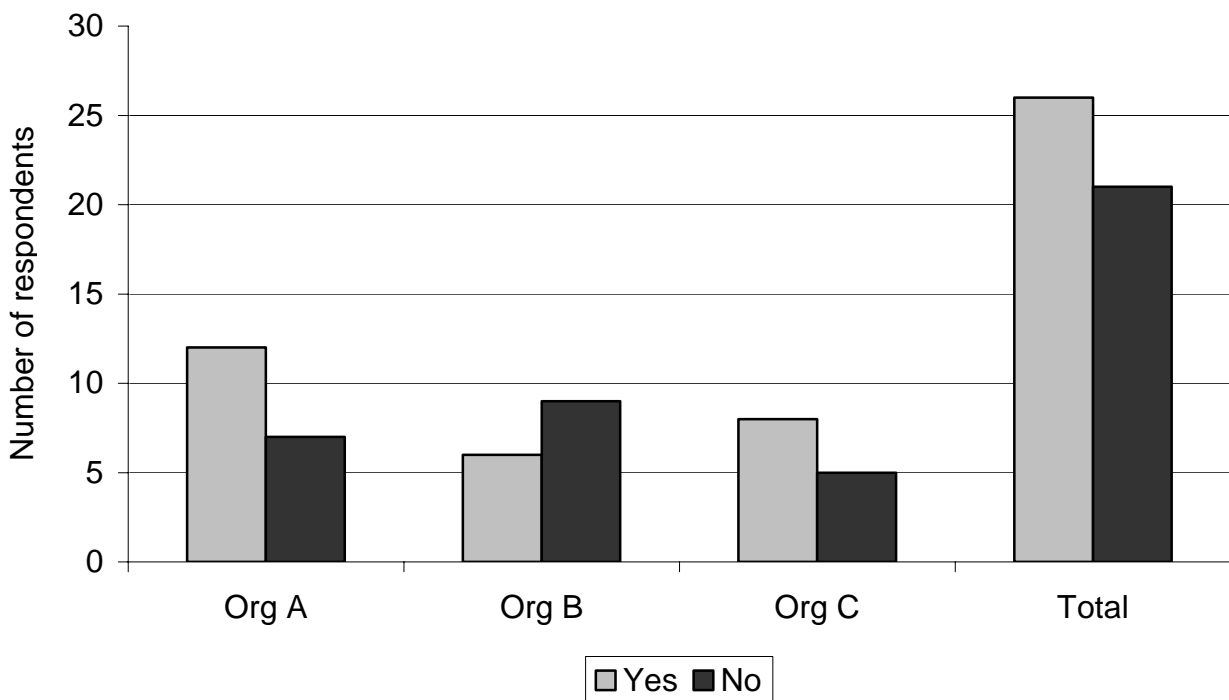
Question 33: In your opinion, has the IT industry culture been impacted the most by the internet as a result of being seen to be at the forefront of internet technology and innovation? Options: yes; no.



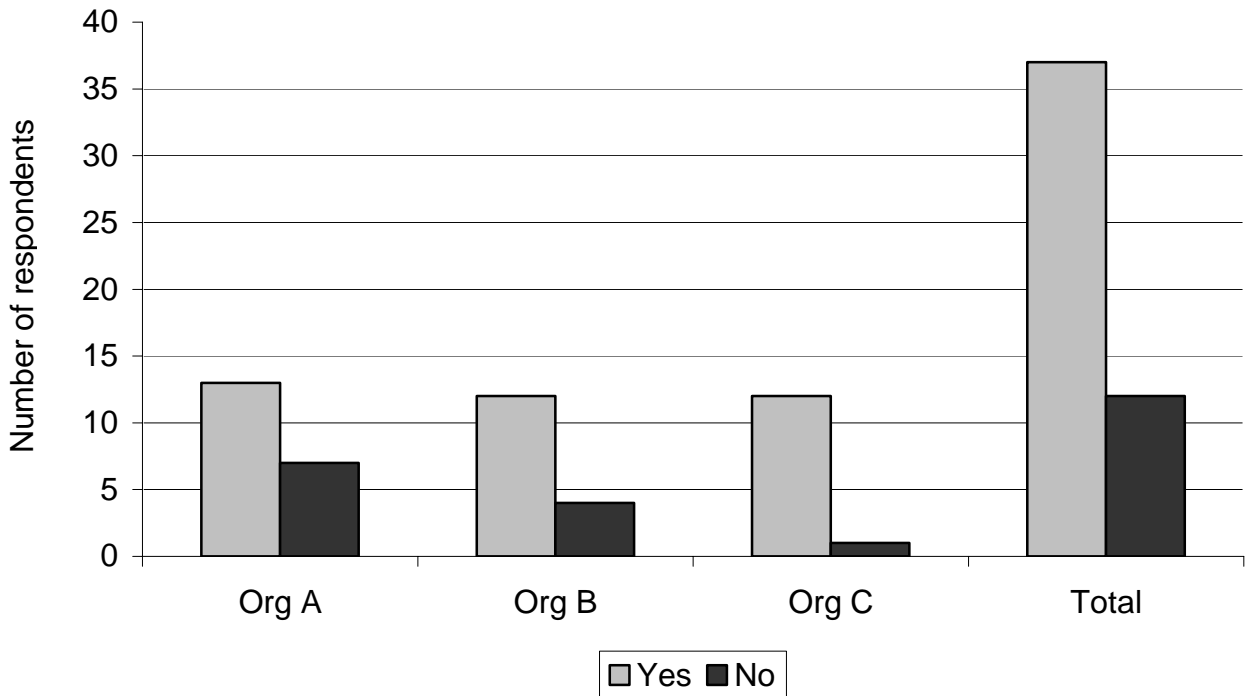
Question 34: Do you think it is possible for your organisation’s culture to change? If so, what would change it? Options: yes; no.



Question 35: Has this culture changed in the past? Options: yes; no.

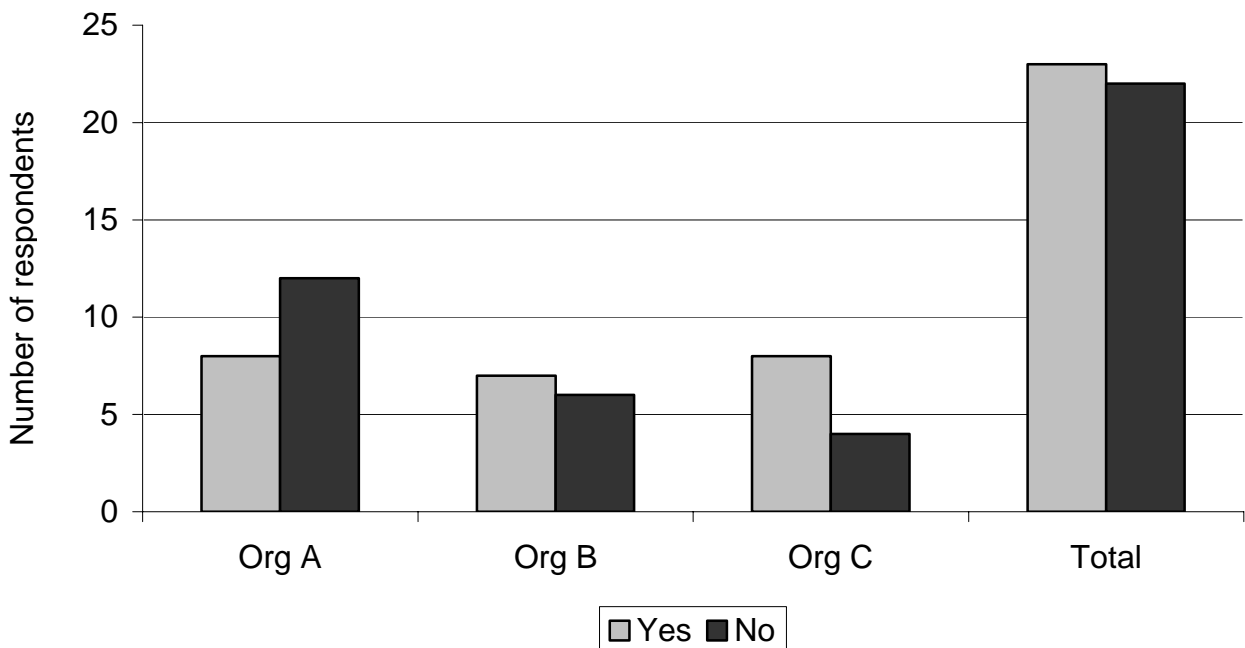


Question 37: Do you think that management describes the organisation’s culture in the same way as you do? Options: yes; no.

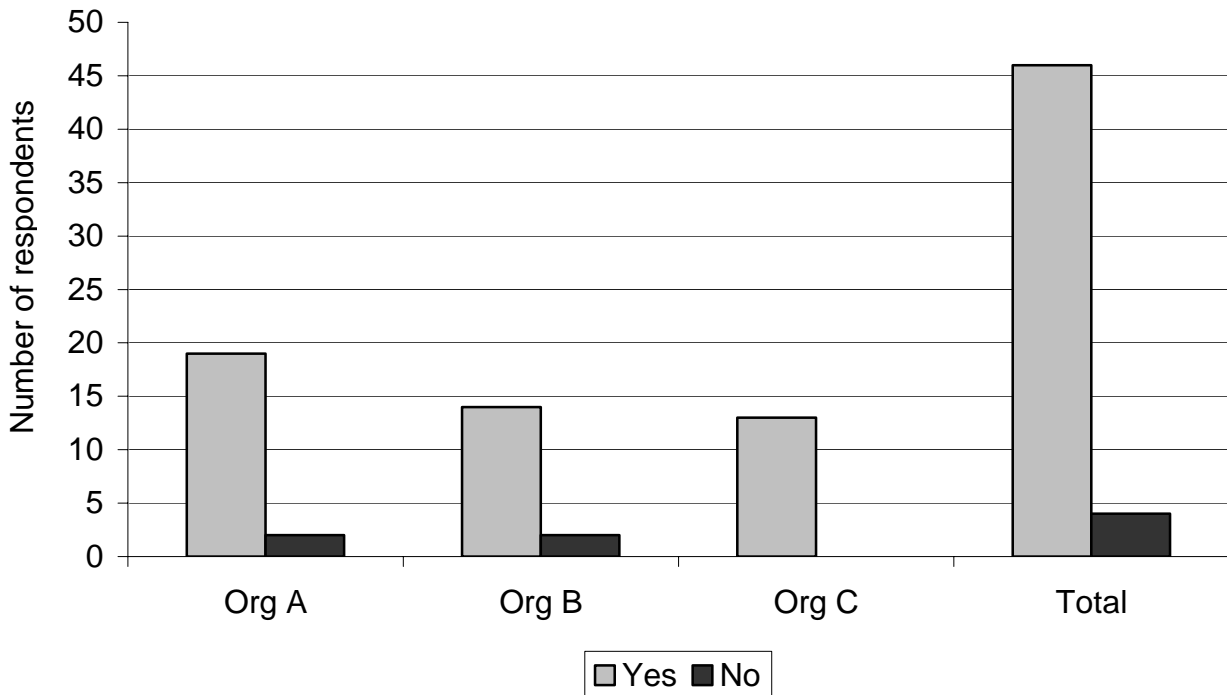


2.4 Section E: Culture and attitude towards the internet/email in the organisation

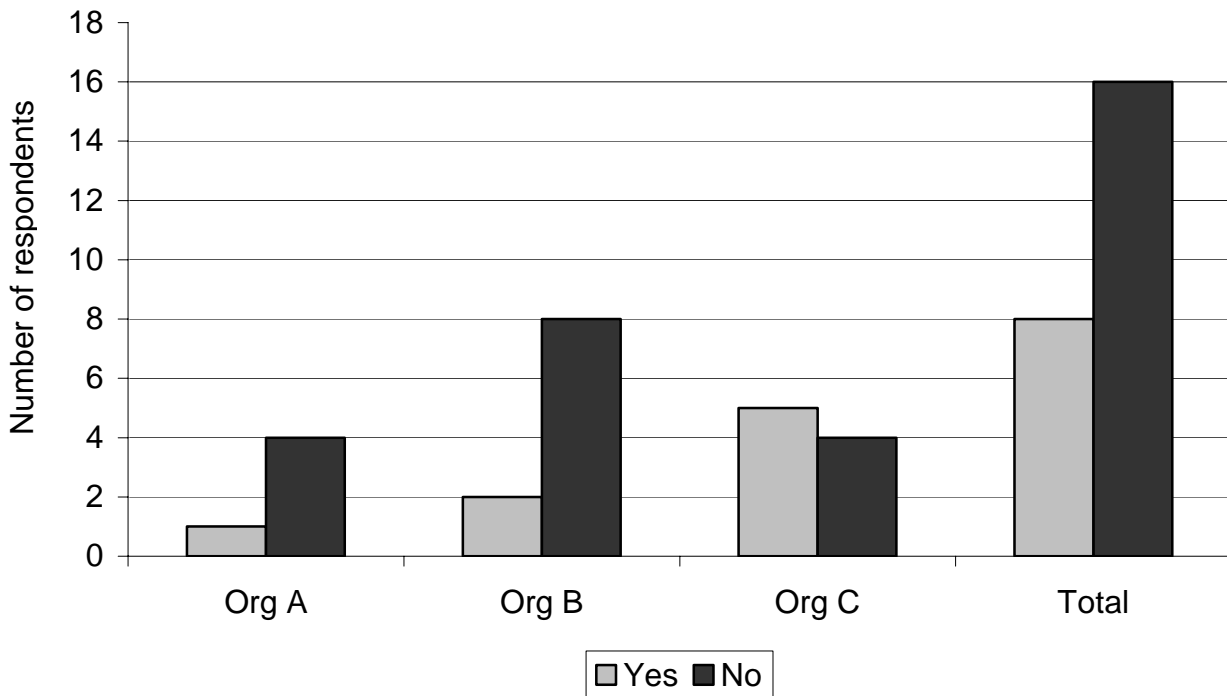
Question 39: Do you think that the use of the internet and email at work has changed your organisation’s culture? If so, please describe how. Options: yes; no.



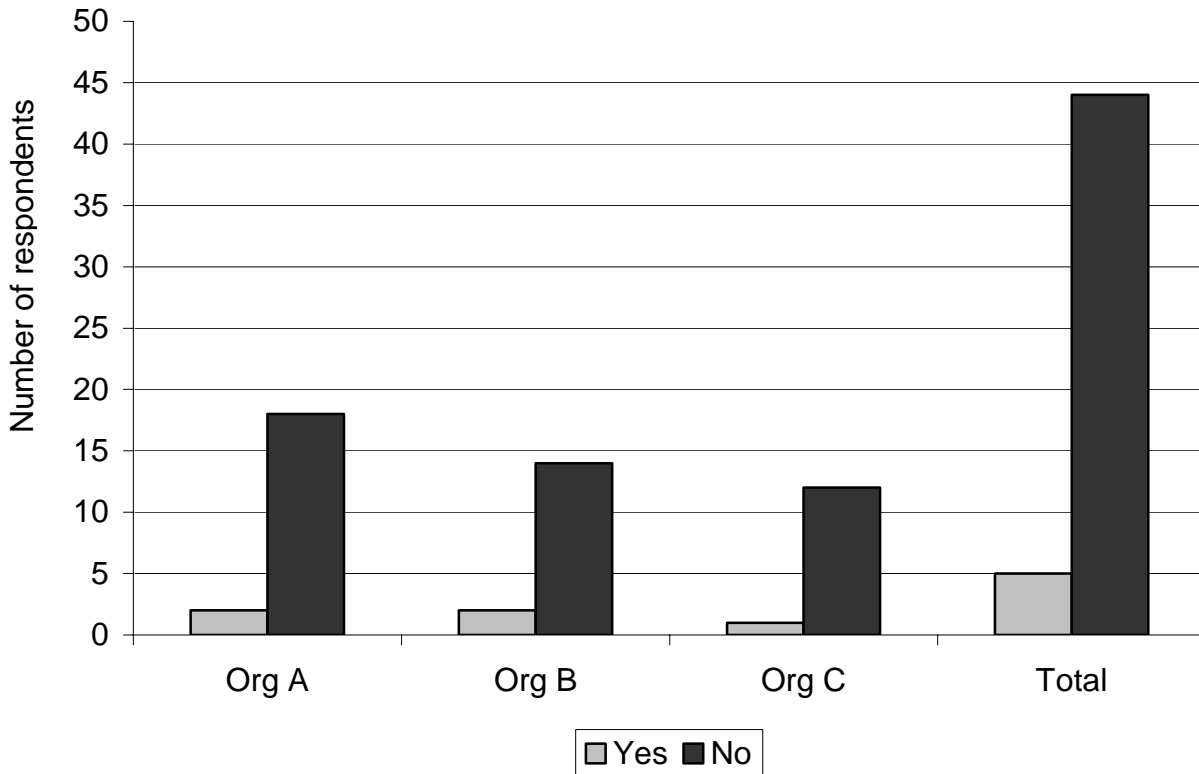
Question 40: Do you feel that the internet and email has improved the quality of your life at work? Options: yes; no.



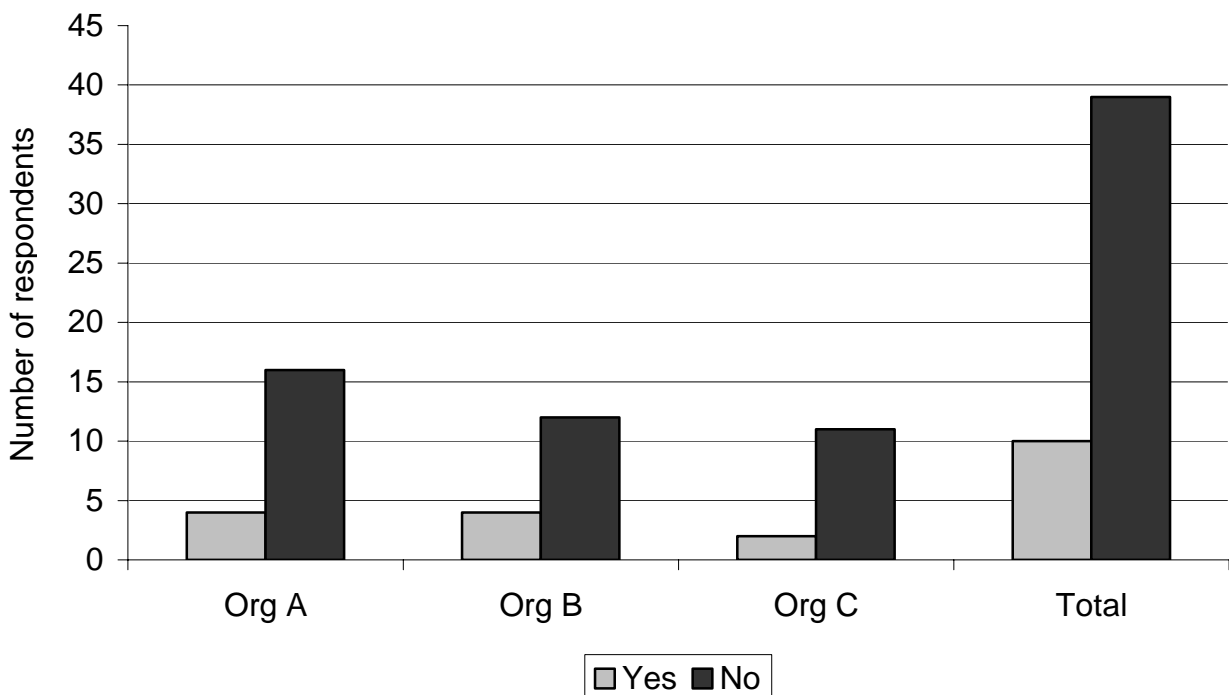
Question 41: If you had already entered the workforce when the internet was introduced for the first time, did any change management take place when the internet was implemented? Options: yes; no.



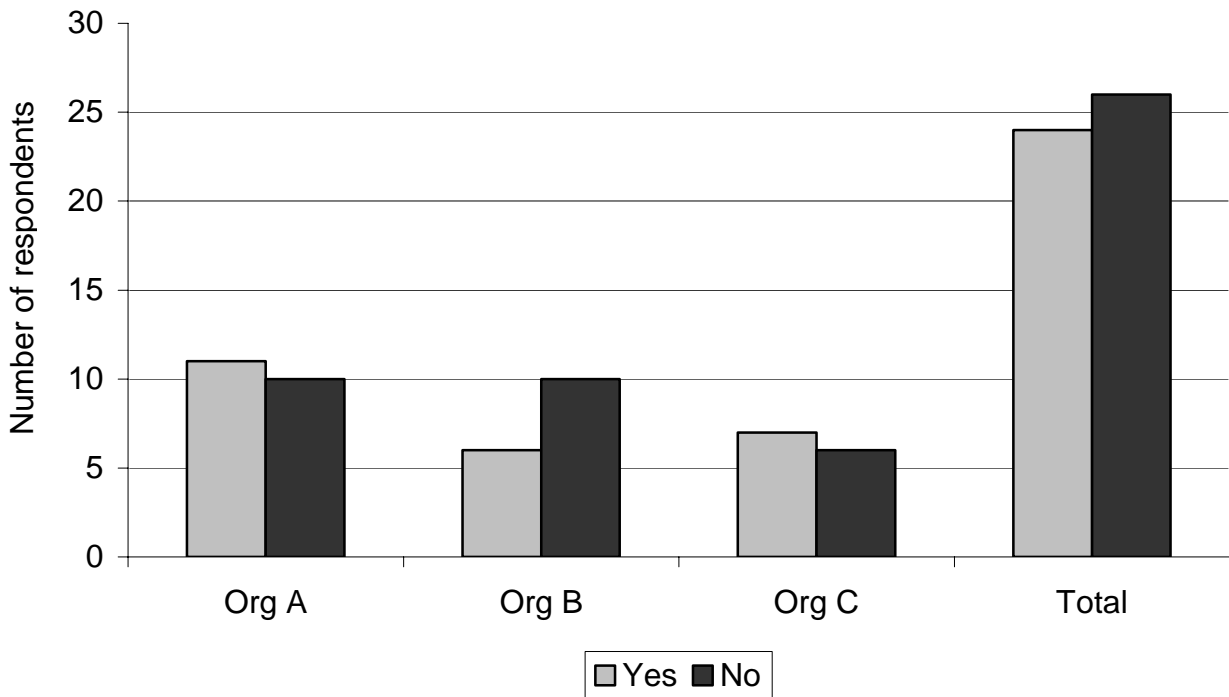
Question 42: Have you ever received training on the internet from your organisation? (If you have received this from another organisation please indicate the industry.) Options: yes; no.



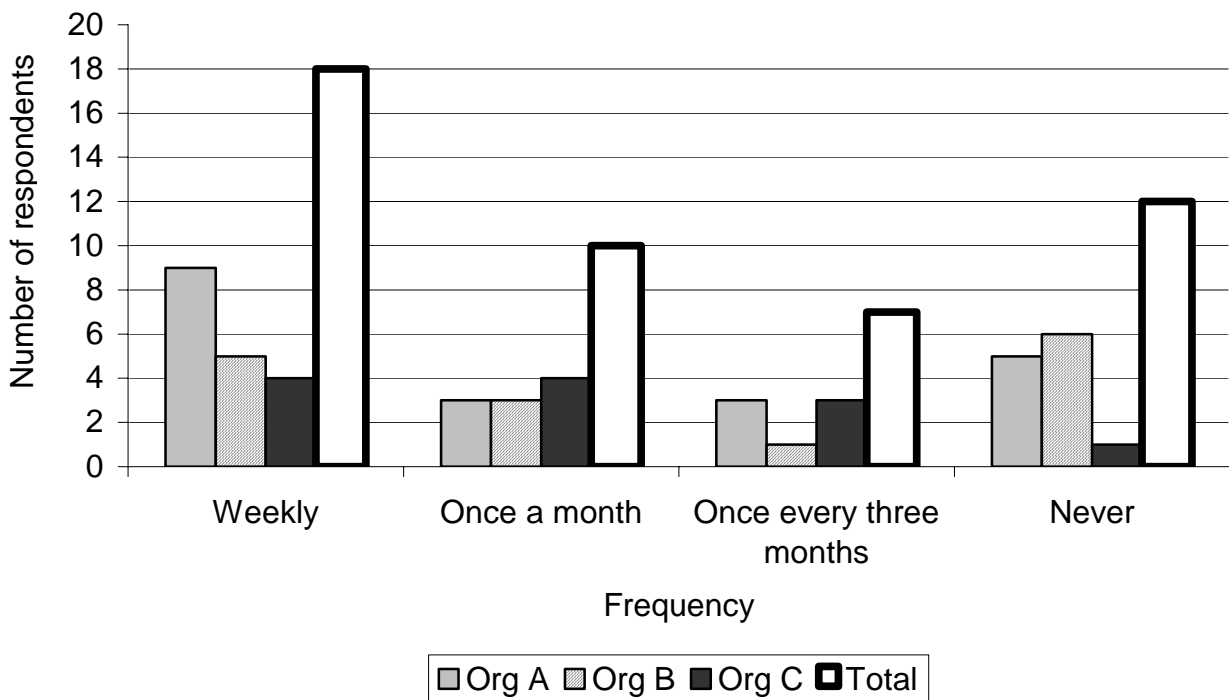
Question 43: Has your organisation ever promoted or trained on netiquette? Options: yes; no.



Question 44: Do you have a disclaimer on your email?



Question 45: How often do you download or update virus protection software or patches? Options: weekly; once a month; once every three months; never.



Appendix D: Interview Results

Question	Organisation A <i>E-business consultant, Director, IT manager, software development business unit head</i>	Organisation B <i>Internet banking channel manager, information security manger</i>	Organisation C <i>Customer relationship manager</i>
Who initially compiled the internet policy?	The IT executive, another executive and the IT manager (IT manager).	The information security manager. The formal policy is on the intranet. It really states that you may not go into porn sites, hate sites, things like that and it also steers employees away from abuse of the internet during office hours. We also have in our employment contracts that it covers abuse of company assets. So it covers everything (Information security manager).	The IT Department.
How was the internet policy compiled?	The best of four other companies' policies has been extracted (IT manager).		

Question	Organisation A <i>E-business consultant, Director, IT manager, software development business unit head</i>	Organisation B <i>Internet banking channel manager, information security manger</i>	Organisation C <i>Customer relationship manager</i>
What are the main reasons for having an internet policy?	<p>There is a need to have sufficient bandwidth for clients for whom organisation A hosts internet sites.</p> <p>There is also a need to have a legal leg to stand on (IT manager).</p> <p>Firstly as a security mechanism and secondly to manage the resources (Software development business unit head).</p>	Optimal use of bandwidth, putting the company at risk and optimal use of people's time (Information security manager).	
How often is the policy revised?	This is the first revision that has come out. It will get revised as new technology emerges (IT manager).		
How has the policy been communicated	It has recently changed and from now on will be issued to new employees upfront and existing employees will be	HR covers the policy in the induction course and, over and above that, the organisation has all the reminders that	

Question	Organisation A <i>E-business consultant, Director, IT manager, software development business unit head</i>	Organisation B <i>Internet banking channel manager, information security manger</i>	Organisation C <i>Customer relationship manager</i>
to employees?	<p>notified of it. All employees will now be required to sign a declaration that they have read and understood the policy (IT manager).</p> <p>We've got a one-pager that states that employees may only go to sites that will not be offensive to others in the office (Software development business unit head).</p>	<p>result from the web marshal. However, from time to time there are reminders and therefore there is constant communication. Some employees are called in for discipline (Internet banking channel manager).</p> <p>Firstly there's a statement in the employment contract that requires people to familiarise themselves with our organisation's policy. Then once a year I'll put out something that gives a broad outline of security issues. I sometimes send these out via brochure or email to the whole organisation. There are also policies on shared</p>	

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		folders, public folders and on the intranet. We also have a chat to new employees – we supposedly give a ten-minute talk about what they may and may not do (Information security manager).	
What is the procedure for non-adherence to the policy?	The employee who does not adhere is “coached” by the IT manager at first. If this does not correct the behaviour then the business unit head will speak directly to the employee and, if the behaviour is still not corrected the full HR disciplinary route will be followed (IT manager).	It is up to management’s discretion. It could be a warning or a dismissal, depending on the type of abuse. However, I won’t authorise someone to get back onto the system unless I’m satisfied with the type of disciplinary action that has taken place. If it’s a chain letter and there has been an impact on our image on the market I’ll enforce disciplinary action (Information	

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		security manager).	
Has an employee ever been dismissed as a result of visiting a particular site?	No (IT manager).	Management handles this, I can't give you specific cases. We have had incidents where we have not renewed contracts though. Dismissals over browsing of porn, not as far as I know, we have had written warnings though (Information security manager).	
What other measures have been taken to curb internet abuse?	In the future when organisation A has a new technical infrastructure it will be able to limit bandwidth so that only a certain amount of bandwidth is allowed during working hours. After hours the policy will allow unlimited access (IT manager).		
What sites are	Mostly Hotmail accounts where MSN		

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visited the most?	messenger is available. Banking sites as well as audio stream sites such as Highveld; 5FM; 702. Those are our biggest bugbears at the moment (IT manager).		
When may employees use the internet?	They can use it any time, but obviously we would prefer that this is outside of working hours for private business but they can use any hours that they want to. Of course if someone wants to download something – any software – we try to get them to do that after hours (Software development business unit head).	Organisation B gives its employees internet access depending on the type of job that the employee is doing. There is a certain accountability level but nothing stops these employees from looking at other sites. There are some proxy checks where they see if you try to go to some sport sites or pornography sites (Internet banking channel manager).	
If already	At the previous company I worked at		

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working when the internet was first implemented, how was this handled?	<p>we went through full change management where they actually set up proper training where a department was pulled in on extensive training. Thereafter it was on a one-to-one basis where if a person had a problem they could contact the training centre. It went through an entire change management process (IT manager).</p> <p>I don't think it was introduced in one shot. Most people were already using it in their homes when it was introduced. I think that email was introduced before the internet was. Internal company email and then email</p>		

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	to the rest of the world (E-business consultant).		
Was everyone given rights immediately?	It was given to everyone initially but it was strict. The average employee received fewer rights than management. Eventually this was reversed as it was found that management was abusing the internet (IT manager).		
How has the organisation's use of the internet changed?	It changed a lot as they started using the internet in the early nineties. It was mostly used then for brochure/advert purposes. People are currently much more focused on how to use the internet. The focus is now on information sharing and integrating		

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	processes and on making them more efficient (E-business consultant).		
What does the organisation use the internet for in terms of work?	<p>Logging errors when developing software with clients who have access to the internet and our site (Software development business unit head).</p> <p>A lot of research and daily access to news (Director).</p>	More than 99% of the time I use it for actual work (Internet banking channel manager).	<p>If our intranet or extranet stops organisation C stops. We are totally dependent on internet protocol for working. The internet is available all the time, we use it for everything – but obviously through firewalls.</p>
What is the benefit of using the	I get the information that I need very quickly. If I didn't get the information very fast it would be an advantage for	We work in a very competitive environment. I like to know what my three competitors are doing and I go	There are benefits, absolutely. We research for specific projects, e.g.

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internet for work?	our competitors. Secondly, the access to the information is often located in different parts of the world and if I didn't have the internet I wouldn't get it (Director).	and have a look at what is on their sites, what's new on their sites, the changing prices. I also have a look at the news – the last time one of the banks announced a price cut in their subscription fees it was in the news (Internet banking channel manager).	what the return on investment (ROI) is; who is the biggest what in the world; the average number of calls processed by the agent; the number of bounces; etc. All those stats are available.
What is the intranet mostly used for?	Within organisation A we have the Knowledge Management server (Knowman) on which we keep all of our organisation's intellectual property (IP) documents. We average 56 people logged onto the intranet at one time (IT manager).	We have a Knowledge Network (Knet) that is used for updating and communicating processes at the branches. There are also other intranets – HR online; dot contact – which are very useful (Internet banking channel manager).	

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	<p>I think our intranet is a waste of time (E-business consultant).</p> <p>The main purpose of the intranet was to complete timesheets (Software development business unit head).</p> <p>I think our intranet usage is low. The re-design and the psyche behind it was that we had a business model that needed to become a practical reality to everyone in the organisation. So the front end of the intranet is actually our business model so it dynamically allows you to get used to and</p>		

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	<p>intuitively draws you into the psychology of the business model. Again, I don't think there's been massive adoption of that except at a management level but what it has done has put consistency of thinking into second and third tier management (Director).</p>		
<p>Are employees forced to have a disclaimer at the bottom of their email?</p>	<p>Everyone should have a disclaimer, yes. It is not currently enforced but at the moment we are looking at a product that will allow us to enforce our organisation's policies on the desktop while you are logged onto the organisation network. While you are somewhere else and not actually</p>	<p>At this stage not every email at organisation B's group has the disclaimer, hopefully by the end of January that will be a reality though (Information security manager).</p>	

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	logged onto the network we will not be able to enforce this policy (IT manger).		
What times of the day do you find are the busiest?		I don't monitor the bandwidth utilisation. I know that we flat line during the day. We use our entire bandwidth the whole day. It starts at seven in the morning and ends at seven at night. This is the same bandwidth that is being used by mail (Internet banking channel manager).	
Does the organisation teach or train on netiquette?	Not really, no. However, it does plan to (IT manager).	They do have a policy that states that the email that you are given by organisation B is purely for work purposes. People know that they can't abuse the system. There's always someone watching them (Internet	

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		banking channel manager). The policy states what you should and should not do. There is also a code of conduct around the use of email, which is probably the closest to netiquette. (Information security manager).	
What is limited in terms of emails?	We restrict sending of executables; video files; MP3s. We try to restrict pictures but people have found ways around it (IT manager).		
What is e-business?	Supporting functions within the business – selling; marketing; finance –e-business actually includes e-commerce. It's a subset of all the functions (E-business consultant).		

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Do you think that e-business and e-commerce will pick up again now that the dot com hype is over?	I don't think so. I think it will pick up again with the rest of IT but only as a part of IT. I also think IT in general is just going to become more and more part of the administration of the business. It's going to loose its hype and sensationalism and people are going to stop thinking it's so complicated and difficult (E-business consultant).		
What example does management set to steer the organisation	We are mindful of the fact that if we break a law it's not fine. I think we all use it appropriately and when we need to. Do we use the internet to place a grocery order – sure – we work till nine at night and start at six in the morning.		

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away from internet abuse and towards internet use?	Do what you preach because if you don't people will follow (Director).		
How much time do you spend on the internet in a day?	It varies, if I quantified it, a maximum of six hours a week but in a period of intense research that figure could escalate (Director).		
Do you have an assistant for your email?	My assistant will scan the mail for me, so she will look for mail that she thinks is very important. She'll see something pop up and then raise my awareness of the mail by telling me about it. She scans through but she doesn't really read my mail. She doesn't have any	Let's look at it from two perspectives; firstly, as I said I'm on the transactional side of e-business. However there is also the communication side of the internet and email. Emails as communications have changed things. At some companies, if the servers are	No, I'm constantly logged on to Outlook. I probably process about 50 to 100 emails a day.

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	<p>delete access on my mail (Software development business unit head).</p> <p>If I am away, I do some periods of traveling, or near a deadline the organisation's secretary will handle my mail. She knows what to deal with (Director).</p>	<p>down people stop working. They can't do things manually (Internet banking channel manager).</p>	
Is virus protection enforced?	<p>Organisation A does not expect employees to do anything in terms of virus protection. We've gone with the centralised option where our server does pushes to the computers. Our only problem at the moment is the employees off site.</p>	<p>When new machines arrive or new staff, the virus protection software is standard (Internet banking channel manager).</p>	
Describe the	<p>Organisation A's culture has changed</p>	<p>I've worked with people in different</p>	<p>Organisation C is many</p>

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organisation's culture.	<p>quite a lot. The whole entrepreneurial, hard-working, lots of fun culture has changed into a much more typical corporate culture. There are a lot more people who are just interested in getting the job done than in having fun (E-business consultant).</p> <p>For me, it's a company ahead of its time who has gone through its teenage years and is now coming into adulthood. It astounds the people who watch it. I think it astounds its management more than anything else because the people are audacious, appropriately audacious (Director).</p>	<p>parts of the organisation. Organisation B has different cultures in different divisions and levels (Internet banking channel manager).</p>	<p>times bigger than its biggest competitor. Worldwide it is the tenth biggest IT company or group. If we didn't have a culture of high-tech, leading edge, very advanced culture we would have to say "what culture have we got?". It's one hundred percent mechanised.</p>

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How would you describe the subculture of your organisation?	<p>The subculture of organisation A within the IT department is that there is a focus is on knowledge transfer and sharing but that employees know how to have fun at work (IT manager).</p> <p>If anyone has a subculture we have one and ours is probably the strongest. I think it's because a lot of the work we do is a lot more creative and is a lot more fun. Also it's a group of people who like to do things their own way, who also have a bit of a different value set: they are here because that's what they want to do. They really do love new technologies (E-business</p>	<p>In the technology division the culture is different, I work with educated people, each person has at least one degree. The kind of caliber of people who I work with creates a completely different environment in terms of professionalism, thinking and respect. This is quite different to an operational environment where the highest academic qualification is possibly matric (Internet banking channel manager).</p>	

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	<p>consultant).</p> <p>In the software development side I would say that we try to create an environment that is flexible where differences are tolerated. We encourage people to be innovative, to learn new technologies to think differently (Software development business unit head).</p> <p>It is important to have subcultures because everyone needs a sense of belonging, that's human nature. Whatever you do and however you try and fragment the world it always reclusters back into some kind of</p>		

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	<p>demographic profile. So yes, sub-cultures do exist within organisation A. We have a healthy balance of subcultures. The supply chain individuals could not be the same as a person who works in a bank (Director).</p>		
<p>Do you think that the internet has had an impact on organisational culture?</p>	<p>There's been a huge change; the way business is conducted has changed significantly. For example, it is now so much easier to send an email than to make a phone call. It has also opened the door to undesirable behaviour. On the other hand, it allows for research: if we are doing research on software we can find out all the pros and cons from people who are already using it (IT</p>		

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	manager).		
Do you think the culture in e-business differs from elsewhere because of the use of the internet as a product sold to the client?	I don't think it's any different. The very technical employees use the internet as a resource to find information and learn. Other than that, the others use it for exactly the same things as everyone else uses it for. There's literally no difference (E-business consultant).		
Has a due diligence of culture been done in the organisation?	I doubt that very much (E-business consultant). We are doing one right now. We are doing Capability Maturity Model	There are some initiatives such as the values approach that exists within the technology department. It states, "we are in the technology division, we know we belong here and we come from	I personally haven't done it at organisation C. I sold my company to organisation C and we used to do that in my

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	<p>(CMM). We've also done a 360-degree leadership review on the last leadership camp. This will give us a very clear indication of where the people issues are so we feed the stop-start-continue process with that (Director).</p>	<p>diverse backgrounds but this is our aim and the process we will try to follow". Other divisions have their own cultures – like retail have their own thing. So organisation B has tried to get their people to participate in getting their culture in line (Internet banking channel manager).</p>	<p>previous company. We went as far as sending the whole management team for certain medical tests that deduce a management style. All these guys had very low stress and were extremely healthy because they have fun at the office, are supported and are happily married. We did this about four years ago. We were voted, along with a large bank,</p>

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			as the best management style in the country. That is because it is directly attributable to a passion and need to achieve.
Do you think conducting a due diligence test within the organisation would add benefit?	I think it would. I think our organisation has grown so quickly and changed so fast that a lot of people have lost touch with what the culture is. I think that when an organisation reaches a stage it starts coming to its own and nobody can dictate what it becomes anymore (E-business consultant).		
What triggered the culture	A combination of fast growth and lack of attention to instilling the desired	The company's level of competitiveness and its ability to attract	Behaviour is probably the main thing. The way

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change?	<p>culture in the new hires (E-business consultant).</p> <p>Initially the culture changed as the organisation moved from maturity level to maturity level. Now it is changing to match the verticals that we've divided ourselves into – e.g. financial services, e-business, etc. (Software development business unit head).</p>	<p>and retain the best employees in the market. Technology has also played a major role. We used to write pen and paper memos but technology has advanced so much that it has impacted on our organisational culture (Internet banking channel manager).</p>	<p>that you treat people will result in different types of traits. Too much pressure results in horrible traits: people become unfriendly towards each other.</p>
How would you define internet culture outside of the organisation?	<p>To me it's just an extension of what's happening in business. I don't think it's going to be a separate culture. The equivalent would be something like a TV culture – there's no such thing as a TV culture. Everyone has a TV and</p>	<p>If you compare our society to one where there is a digital divide you can see a definite differentiation (Internet banking channel manager).</p>	

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	everyone watches TV (E-business consultant).		
Do you find that there is a culture of internet abuse within the organisation?	Yes, but it's got more to do with the culture within the organisation than the internet. It is due to the organisation's unstructured processes. At a lot of places you can do what you like but you are monitored but if you do something you aren't allowed to you will get disciplined. Whereas organisation A has a very loose culture around this (E-business consultant).		
Has the organisation's culture changed?	I think the culture has changed, we've become more professional, more customer oriented, it comes with five years' maturity (Software development		

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	<p>business unit head).</p> <p>I don't think it has changed at all. I think it has reinforced itself. One thing I have noticed is that we are using the intranet to do a number of things. To start managing our clients through our opportunity management system that front ends to an administrative system (Director).</p>		
<p>What steps has the organisation put in place to use the internet to</p>	<p>We've already done it to a large degree; everyone has access to Foresters and Gartner to which our organisation has subscriptions. We've got access to a lot of business tools and anyone who wants to get into that</p>		

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become a learning organisation?	<p>information is welcome to do so. However, we've had to introduce web sense as there will be the usual people who abuse the facility. However, you don't want to preclude people from doing internet banking and making their time far more efficient. We've re-written our internal training programme and put it on the intranet in a computer based test (CBT) format (Director).</p>		
Do you think it's management's duty to manage where the		<p>Yes. The technology division has already done this – they had a vision of commercialising their services and the culture that was pushed was the values approach (Internet banking channel manager).</p>	

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organisation is going in terms of culture?			
Do you think CRM has changed cultures in other organisations?			Yes, definitely. It has created knowledge management as it allows for storage of information.