

The research questions addressed by this questionnaire are:

1. What are the human factors affecting EA acceptance in a large and complex SA organisation?
2. Who are the people involved in EA acceptance in an organisation? (I use perspective work levels of the manager, architect, engineer, technician, and worker)
3. When and how are people involved in acceptance of EA and most importantly why are they involved? (To distinguish human factors of people in specific work levels)

Questionnaire:

I am a PhD student of the NWU, Vaal Triangle Campus. The aim of my research is to propose a conceptual framework for the management of human/socio-technical factors impacting on acceptance of enterprise architecture (EA) as a Business-IM-IT alignment strategy.

This is a pilot study to test human factors impacting on EA acceptance in organisations. The questionnaire will take you approximately 10 to 15 minutes to complete. Please complete the questionnaire and at the same time critically revise the questions asked for relevancy and completeness. Your cooperation and input is sincerely appreciated.

[All responses will remain anonymous.](#)

4-in-1 Questionnaire

Please indicate which work level best describes the work you do within your organisation and only complete the questions relating to that work level.

Manager / Project manager

- (Clicking this radio button to take you to **Section A**)

Enterprise architect / Change management leader / IM leader

- (Clicking this radio button to take you to **Section B**)

Business-IT analyst / Systems analyst / Business-IM analyst / IM expert

- (Clicking this radio button to take you to **Section C**)

IT specialist / Technical infrastructure specialist / Solutions architect / Professional Worker / Specialised worker / any other worker

- (Clicking this radio button to take you to **Section D**)

Section A

For the purpose of this study, the term “enterprise architecture” (EA) is used to describe the integration of the “business”, information management (IM) and information technology (IT) of a large and complex organisation. Some other terms used by organisations to describe this process are “change management”, “business/IM alignment”, “alignment of resources with business strategy/goals”.

	<u>Question</u>	<u>Purpose – What am I testing?</u>	<u>Format of feedback</u>	<u>Feedback will justify what research question/human factor?</u>
1	Briefly describe the main focus of your job description within your organisation.	Position of respondent	Open question (Textbox)	Determine work level as business/IM/IT manager involved in EA
2	Describe the main focus of your daily/weekly/monthly work.	Work description to verify position	Open question (Textbox)	How is respondent involved?
3	How many people report to you? <10 Between 10 and 30 Between 30 and 50 50<	Verify position as manager	Radio buttons	Confirm work level as manager – role of organisational structure in EA
4	Please list your key responsibilities.	Work level responsibilities	Open question (Textbox)	Confirm EA/business-IT alignment involvement
5	I facilitate and manage organisational change.	Verify change management responsibilities/EA involvement	Likert scale 1 to 4 Strongly agree, agree, disagree, strongly disagree	Facilitate and manage change – EA
In my organisation:				
6	People from all work levels are included in organisational change processes.	Verify view on human involvement in organisational change processes	As above	Verify human factor of interaction
7	The needs of employees/stakeholders are addressed.	Human factor of acknowledging and addressing human needs and requirements	As above	Verify human factor of involvement
7a	Explain how needs are addressed and how frequently.		Textbox	How and when?
8	I share organisational problems	Human factor - what	As above	Communication for

	with employees/stakeholders.	types of information are shared?		information
8a	Explain how problems are shared and how frequently.		Textbox	How and when?
9	I share organisational motives and drives with employees/stakeholders.	Human factor – is information shared upfront to allow for stakeholder input before change	As above	Communication for information
9a	Explain how motives are shared and for what reason.		Textbox	
10	I share organisational victories/successes with employees/stakeholders.	Continuous feedback for motivation	As above	Communication for motivation
10a	Explain how successes are shared and how frequently.		Textbox	
11	Employees/stakeholders and I share a common language.	Communication skills for understanding	As above	Communication through language
12	When I communicate with employees/stakeholders, I make sure that they understand my message.	Communication skills for conveying correct message	As above	Verify communication using a common language
12a	Give an example of actions followed in Question 12.		Textbox	
13	I ask for feedback from employees/stakeholders to check that my message was interpreted correct.	Communication skills for understanding	As above	Communication for understanding a message correct
14	I view employees/stakeholders as an integral part of organisational business-IM-IT alignment processes.	Business/IM human inclusive view	As above	Human involvement in EA in organisation
15	I rely on the support of employees/stakeholders.	Manager's acknowledgement of human efforts in EA	As above	Manager support for other work levels - employees/stakeholders
16	I ask for feedback while projects and tasks are still in progress.	Continuous involvement	As above	Involvement across different work levels
17	In return, I respond after I have received feedback on work in progress.	Continuous and good communication skills	As above	Continuous communication for understanding

18	I share in the long-term vision of my organisation.	Understanding and accepting the long-term vision of EA	As above	Benefits and competitive advantage of EA
19	I understand the importance of my role in organisational change processes such as EA.	Work role perspective Ownership role and resistance to change	As above	Acceptance of responsibility and change management
20	Fast return on investment (ROI) is important.	Long-term vision	As above	Perseverance and patience
21	When a planned project/task does not realise on time, I stay focused and motivated to get things back on track.	Long-term vision Leadership strength	As above	Leadership skills Motivational skills Personal strengths
22	I share responsibilities with co-workers.	Acknowledge human input and entrepreneurship	As above	Sharing of responsibilities
23	I trust employees/stakeholders.	Acknowledge human input and entrepreneurship	As above	Show trust
24	I view human cooperation as an important asset in the business/IM/IT alignment process.	Importance of cooperation	As above	Acknowledge human effort and cooperation
25	It is not possible for a manager to always be a strong and fair leader.	Self-image as leader/manager	As above	Leadership skill of fairness
26	It is important that employees/stakeholders share my vision for the organisation.	Acknowledge differences in humans	As above	Adaptation of human differences
27	I take decisions only after I have consulted with other managers.	Work level coordination and cooperation Decision making skills	As above	<u>4 C's</u> Coordination Cooperation Communication Commitment
28	I take decisions only after I have consulted with co-workers/employees/stakeholders.	Decision-making skills	As above	As above
29	I explain my decisions to co-workers/employees/stakeholders.	Involve people Communication skills.	As above	Manager/Team leader
30	I appreciate input from individuals.	Acknowledge human effort and input	As above	Acknowledge and give credit to employees/stakeholders

31	I acknowledge human group dynamics.	Cooperation skills	As above	<u>4 C's</u>
32	It is important to describe the interaction and integration of our "business", information management and information technology.	EA perspective	As above	Manager work level buy-in on EA
33	It is important to manage human factors impacting "business", IM and IT processes.	Acknowledge human factor impact	As above	Acknowledge human factor impact on business/IM processes
34	At certain points in time, it is important for employees/stakeholders to know the organisation's "as-is" and "to-be" status.	Continuous updates on EA status of organisation	As above	Acknowledge human understanding of EA process/project
35	I acknowledge different skills of employees/stakeholders.	Acknowledgement of diversification of humans	As above	Acknowledge human differences
36	I acknowledge different levels of maturity in organisational issues.	Understanding differences in maturity level	As above	Organisation wide understanding of human input
37	Standardisation in the "business", IM and IT integration process is currently addressed.	Understanding and EA buy-in	As above	EA involvement
38	Ethical behaviour and integrity are important human traits.	Importance of character traits in self and other humans	As above	Human character traits
39	"Business", IM and IT integration is a realistic and achievable goal.	EA long-term buy-in	As above	EA involvement
40	Knowledge sharing happens across different work-levels.	Knowledge sharing across work levels	As above	Knowledge sharing
41	I motivate employees/stakeholders to cooperate.	Motivational skills	As above	Motivation of humans
41a	Briefly explain how employees/stakeholders are motivated and how frequently?		Textbox	
42	Gender?	Future research purposes	Radio button M/F	? Not required for now but may be useful for follow-up research paper

43	Age group? 20 – 30 31 – 40 41 – 50 51 – 60 60+	Future research purposes	Radio button	As above
44	Comments on questions		Textbox	

Section B

For the purpose of this study, the term “enterprise architecture” (EA) is used to describe the integration of the “business”, information management (IM) and information technology (IT) of a large and complex organisation. Some other terms used by organisations to describe this process are “change management”, “business/IM alignment”, “alignment of resources with business strategy/goals”.

	<u>Question</u>	<u>Purpose – What am I testing?</u>	<u>Format of feedback</u>	<u>Feedback will justify what research question/human factor?</u>
1	Briefly describe the main focus of your job description within your organisation.	Position of respondent	Open question	Determine work level as architect or business/IM facilitator involved in EA
2	Describe the main focus of your daily/weekly/monthly work.	Work description to verify position	Open question	How is respondent involved?
3	How many people are directly involved in the EA or business/IM/IT alignment process? <10 Between 10 and 30 Between 30 and 50 50+	Identify the size of the EA facilitation team	Radio button	Confirm work level of enterprise architect as facilitator of EA
4	Please list your key responsibilities.	Work level responsibilities	Open question	Confirm EA/business-IT alignment involvement as facilitator
	In my organisation:			
5	I facilitate organisational change.	Verify change management responsibilities/EA involvement	Likert scale 1 to 4 Strongly agree, agree,	Facilitate and manage change – EA

			disagree, strongly disagree	
6	I address human/stakeholder concerns.	Verify enterprise architect's (usually coming from an IT background) view on human involvement	As above	Verify human factor of professionalism and interaction
7	I am aware of the needs of employees/stakeholders.	Human factor of acknowledging/addressing needs/requirements	As above	Verify human factor of involvement and interaction
8	I act as a mediator in the business-IM-IT (or EA) environment.	Human factor of facilitation information sharing	As above	Communication for information
9	I use a common language when facilitating organisational business, information and technology alignment drives.	Human factor of sharing of information	As above	Communication for information
10	Communication is about giving information.	Communication skills Telling people – not listening skills	As above	Communication
11	Managers/employees/stakeholders and I share a common language.	Communication skills for understanding	As above	Communication through language
12	I make sure that employees/stakeholders understand my message.	Communication skills for conveying correct message	As above	Verify communication skills using a common language
12a	Explain how you make sure that employees/stakeholders understand your message		Textbox	
13	Managers/employees/stakeholders understand the concept of EA	Communication skills for understanding	As above	Communication for understanding a message correct
14	I view employees/stakeholders as an integral part of the organisation's business-IM-IT alignment.	Business/IM human inclusive view	As above	Human involvement in EA in organisation
15	Managers accept EA as a strategy.	Management support of EA	As above	Manager acceptance of EA verified
16	Employees/stakeholders accept	Employee/stakeholder	As above	Acceptance of EA

	EA as a strategy.	support of EA		
17	I receive feedback while projects and tasks are still in progress.	Continuous involvement	As above	Involvement across different work levels
18	I facilitate information exchange between participants in the business-IM-IT alignment process.	Dedication to facilitation of information exchange	As above	Facilitate communication process
18a	Explain how information exchange is facilitated and how frequently this occurs.		Textbox	
19	I continuously share my long-term vision of EA.	Accepting and communicating the long-term vision of EA	As above	Benefits and competitive advantage of EA
20	My role is important in organisational change processes such as EA.	Work role perspective Ownership role and resistance to change	As above	Acceptance of responsibility and change management
21	Fast return on investment (ROI) is important.	Long-term vision	As above	Perseverance and patience
22	When a project/task does not realise as planned, my focus and motivation get things back on track.	Long-term vision Leadership strength	As above	Leadership skills Motivational skills Personal strengths – perseverance, patience, dedication
23	I share responsibilities with co-workers.	Acknowledge human input and entrepreneurship	As above	Sharing of responsibilities
24	I coordinate and guide human efforts.	Coordination and guidance of diversity and change	As above	4 C's Coordination Cooperation Communication Commitment
25	I think analytically and implement practically.	Conceptualise and implement	As above	Applying analytical and conceptual skills
26	Human cooperation is an important asset in the business-IM-IT alignment process.	Importance of cooperation	As above	Acknowledge human effort and cooperation
27	My passion for people is a reason to do my work.	Human inclusive view of EA	As above	IT-IM-EA process and people skills
28	Managers on the one hand and employees/stakeholders on the other hand share in my vision for	Acknowledge differences in humans Verify role as facilitator of	As above	Adaptation of human differences Acknowledge role level

Comment [A1]: Beware of double-barrelled questions.

	the business-IM-IT alignment process.	EA		acceptance of EA
29	I take decisions only after I have consulted with managers.	Facilitation of work level coordination and cooperation upwards (levels) Decision making skills	As above	4 C's Co-ordination Cooperation Communication Commitment
30	I take decisions only after I have consulted with co-workers/employees/stakeholders.	Facilitation of work level coordination and cooperation downwards (levels) Decision making skills	As above	As above
31	I explain my decisions to managers/co-workers/employees/stakeholders.	Involvement Communication	As above	Enterprise architect as team leader
32	I acknowledge individual input.	Acknowledge human effort and input	As above	Acknowledge and use input from team members/stakeholders
33	EA will succeed as a strategy when there is human cooperation across different work levels.	Acceptance and cooperation skills	As above	4 C's
34	The integration of business, information management and IT is described.	EA perspective	As above	Enterprise architect work level buy-in on EA
35	There are socio-technical (human) factors impacting on business, IM and IT alignment processes.	Acknowledge human factor impact	As above	Acknowledge human factor impact on business/IM processes
36	I facilitate the organisation's "as-is" and "to-be" status.	Continuous involvement in EA status of organisation	As above	Acknowledge human understanding of EA process/project
37	I acknowledge different skills of employees/stakeholders.	Acknowledgement of diverse human knowledge and skills	As above	Acknowledge human differences
38	I acknowledge different levels of maturity in organisational issues.	Acknowledging differences in maturity level	As above	Organisation wide understanding of human input
39	Standardisation and reuse are goals in the business-IM-IT	EA buy-in Validity checking in	As above	EA involvement

Comment [A2]: Double-barrelled.

	integration process.	business-IM alignment		
40	Ethical behaviour and integrity are practised human traits in my organisation.	Importance of character traits in self and other humans	As above	Human character traits
41	I facilitate human indifference and conflict	Mediator skills Advisory skills	As above	Mediation Understanding of human actions
42	People have realistic expectations of business-IM-IT integration.	EA long-term buy-in	As above	EA involvement
43	Knowledge sharing across different work-levels are supported and recommended.	Knowledge sharing across work levels	As above	Knowledge sharing
44	Employees/stakeholders cooperate in the business-IM-IT integration and alignment processes.	Motivational skills	As above	Motivation of humans
45	Gender?	Future research purposes	Radio button M/F	? Not required for now but may be useful for follow-up research paper
46	Age group?	Future research purposes	20 – 30 31 – 40 41 – 50 51 – 60 > 60	As above
47	Comments on questions		Textbox	

Comment [A3]: I doubt if you will get a honest response here.

Comment [A4]: 60+ or 60<

Section C

For the purpose of this study, the term “enterprise architecture” (EA) is used to describe the integration of the “business”, information management (IM) and information technology (IT) of a large and complex organisation. Some other terms used by organisations to describe this process are “change management”, “business-IM alignment”, “alignment of resources with business strategy/goals”.

<u>Question</u>	<u>Purpose – What am I testing?</u>	<u>Format of feedback</u>	<u>Feedback will justify what research question/human</u>
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			k	factor?
1	Briefly describe the main focus of your job description within your organisation.	Position of respondent	Open question	Determine work level as solutions/systems architect/systems analyst in business/IM alignment process
2	Describe the main focus of your daily/weekly/monthly work.	Work description to verify position	Open question	How is respondent involved?
3	How many people form part of your EA process/project?	Verify position as part of EA solutions team	Radio button <10 11 to 30 31 to 50 50<	Confirm work level team size
4	Please list your key responsibilities.	Work level responsibilities	Open question	Confirm EA/business-IT alignment involvement
	In my organisation:			
5	I analyse systems and projects for organisational change.	Verify change management responsibilities/EA involvement	Likert scale 1 to 4 Strongly agree, agree, disagree, strongly disagree	Involvement in change – EA implementation
6	People are involved in organisational change.	Verify organisational view on human involvement	As above	Verify human factor of interaction
7	Change happens as a result of needs identified in business processes.	Human factor of acknowledging/addressing needs/requirements	As above	Verify human factor of involvement
8	Information management and the technical needs of employees/stakeholders initiate change.	Human factor of acknowledging/addressing needs/requirements	As above	Verify human factor of involvement
9	I share technical organisational problems with employees/stakeholders.	Human factor of sharing of information	As above	Communication for information
10	Technical organisational motives	Acknowledging impact	As above	Human impact of

Comment [A5]: Reword this sentence.

	and drives affect employees/stakeholders.	of change on humans		change management
11	Technology supports business solutions	Technology-business relationship in EA	As above	Communication for support
12	Employees/stakeholders and I share a common language.	Communication skills for understanding	As above	Communication through language
13	I make sure that employees/stakeholders understand my messages.	Communication skills for conveying correct message	As above	Verify communication using a common language
13a	Explain how you make sure that a message is understood and how frequently do you do so.		Textbox	
14	Feedback from managers/employees/stakeholders verifies that my messages were interpreted correctly.	Communication skills for understanding. Relationships between humans in different work levels	As above	Communication for understanding a message correct. Trust in relationship
15	Managers/employees/stakeholders are an integral part of the organisation's business-IM-IT alignment.	Business/IM human inclusive view	As above	Human involvement in EA in organisation
16	Employees/stakeholders can rely on my support in their work roles.	Work level support of human efforts in EA	As above	Support for other work levels - employees/stakeholders
17	I ask for feedback while projects and tasks are still in progress.	Continuous involvement	As above	Involvement across different work levels
18	In return, I comment on feedback received on work in progress.	Continuous and good communication skills	As above	Continuous communication for understanding
19	I share in the long-term vision of my organisation.	Understanding and accepting the long-term vision of EA	As above	Benefits and competitive advantage of EA
20	Organisational change processes such as EA happen.	Work role perspective Ownership role and resistance to change	As above	Acceptance of responsibility and change management
21	Fast return on investment (ROI) is important.	Long-term vision	As above	Perseverance and patience

22	When a planned project/task does not realise on time, I stay focused and motivate people to get things back on track.	Long-term vision Ownership role Leadership strength	As above	Leadership skills Motivational skills Personal strengths
23	Responsibilities are shared.	Acknowledge human input and entrepreneurship	As above	Sharing of responsibilities
24	I trust employees/stakeholders.	Acknowledge human input and entrepreneurship	As above	Show trust
25	Human cooperation is an important asset in the business-IM-IT alignment process.	Importance of cooperation	As above	Acknowledge human effort and cooperation
26	My input is needed.	Self-image as analyst/solutions leader	As above	Work role accountability
27	Managers understand my views on business-IM-IT alignment in my organisation.	Acknowledge differences in humans	As above	Adaptation of human differences
27	I consult with managers before I make decisions.	Work level coordination and cooperation Decision making skills	As above	<u>4 C's</u> Co-ordination Cooperation Communication Commitment
28	I take decisions only after I have consulted with co-workers/employees/stakeholders.	Decision making skills	As above	As above
29	I explain my decisions to co-workers/employees/stakeholders	Facilitate human involvement Communication	As above	Manager/Team leader
29a	How are decisions explained and how frequently are they explained?		Textbox	
30	Individual input is encouraged.	Acknowledge human effort and input	As above	Acknowledge and give credit to employees/stakeholders
31	Human group dynamics are acknowledged.	Cooperation skills	As above	<u>4 C's</u>
32	Business and information management is described.	EA perspective	As above	Manager work level buy-in on EA
33	Human factors impact on business-	Acknowledge human	As above	Acknowledge human

	IM-IT alignment processes.	factor impact		factor impact on business/IM processes
34	Employees/stakeholders know about the organisation's "as-is" and "to-be" status.	Continuous updates on EA status of organisation	As above	Acknowledge human understanding of EA process/project
35	Human differences in perception and levels of skill assist in the business-IM-IT alignment processes.	Acknowledgement of diversification of humans	As above	Acknowledge human differences
36	Different levels of maturity in organisational issues are acknowledged.	Understanding differences in maturity level	As above	Organisation wide understanding of human input
37	The issue of standardisation in the business-IM-IT integration process is addressed.	Understanding and EA buy-in	As above	EA involvement
38	Ethical behaviour and integrity are communicated as important human traits within my organisation.	Importance of character traits in self and other humans	As above	Human character traits
39	Realistic expectations of business-IM-IT integration exist.	EA long-term buy-in	As above	EA involvement
40	Knowledge is shared across different work-levels.	Knowledge sharing across work levels	As above	Knowledge sharing
41	I motivate employees/stakeholders to cooperate.	Motivational skills	As above	Motivation of humans
42	Gender?	Future research purposes	Radio button M/F	? Not required for now but may be useful for follow-up research paper
43	Age group?	Future research purposes	20 – 30 31 – 40 41 – 50 51 – 60 60+	As above
44	Comments on questions		Textbox	

Section D

For the purpose of this study, the term “enterprise architecture” (EA) is used to describe the integration of the “business”, information management (IM) and information technology (IT) of a large and complex organisation. Some other terms used by organisations to describe this process are “change management”, “business-IM alignment”, “alignment of resources with business strategy/goals”.

	<u>Question</u>	<u>Purpose – What am I testing?</u>	<u>Format of feedback</u>	<u>Feedback will justify what research question/human factor?</u>
1	Briefly describe the main focus of your job description within your organisation.	Position of respondent	Open question	Determine work level as worker in business/IM/EA process/strategy/project
2	Describe the main focus of your daily/weekly/monthly work.	Work description to verify position	Open question	How is respondent involved?
3	How would you classify your involvement in the EA or business/IM alignment process?	Involvement in EA facilitation team	Radio button Directly Indirectly	Identify level of EA involvement
4	Please list your key responsibilities.	Work level responsibilities	Open question	Confirm EA/business-IT alignment involvement
5	I am not affected by organisational change.	Check answer against answer of Question 4 to verify understanding of /attitude towards change happening as result of business-IM alignment	Likert scale 1 to 4 Strongly agree, agree, disagree, strongly disagree	Perceived involvement in EA process
	In my organisation:			
6	Business, IM and IT should be aligned.	Verify worker's/technician's view on EA	As above	Understanding and accepting EA/business-IM alignment
7	My work role demands	Human factor/ personal	As above	Verify human factor of

	responsibility for what I do.	skill of taking responsibility for own actions at work		involvement and accepting of responsibility for own work
8	I am part of a worker group with specific needs.	Worker expectations	As above	Worker needs/requirements analysis
9	My IT needs at work are addressed.	As above	As above	As above
10	I use a common language when discussing organisational business-IM-IT alignment drives.	Human factor of sharing of information	As above	Communication for information
11	Communication is messages received to help with internal work organisation and work operation.	Worker understanding of communication skills Sender-encoding message Receiver-decoding message and responding Sender – acknowledges correctness	As above	Communication skills
12	We speak the same language and understand each other.	Communication skills for understanding	As above	Communication through language
13	I make sure that managers/employees/stakeholders understand my message.	Communication skills for conveying correct message	As above	Verify communication skills using a common language
13	Explain how you make sure that a your message is understood.		Textbox	
14	Enterprise architecture is the description of the business-IM-IT alignment of a large organisation to manage change.	Language/syntax issue in communication	As above	Understanding EA
15	We use different words to describe the business-IM-IT alignment processes.	Verify understanding of EA process	As above	Understanding EA
16	The business-IM-IT alignment process in my organisation is called _____.	Verify understanding of EA	Textbox to type answer	Understanding EA
17	Employees/stakeholders are an integral part of the organisation's business-IM-IT alignment	Business/IM human inclusive view	As above	Human involvement in EA in organisation

Comment [A6]: Confusing.

	processes.			
18	I support the long-term goals and strategies of my organisation.	Understanding the long-term EA vision	As above	Long-term buy-in of EA
19	I am needed in my work role.	Self-image as employee. Feeling of trust verified	As above	Acceptance of EA
20	I ask for feedback while projects and tasks are still in progress.	Continuous involvement	As above	Involvement across different work levels
21	I enjoy my work.	Work satisfaction – even during organisational adjustments and change	As above	Buy-in on EA process
22	I regularly share my knowledge and skills.	Accepting and communicating the long-term vision of EA	As above	Understanding the benefits and competitive advantage of EA
23	I understand my role in organisational change processes such as EA.	Work role acceptance and perspective of belonging	As above	Acceptance of responsibility and role in organisational change/EA
24	The impact of organisational changes should be visible.	Long-term vision	As above	Perseverance and patience
25	When a planned project/task does not realise on time, I stay involved and motivated to get things back on track.	Long-term vision	As above	Self-motivational skills Personal strengths – perseverance, patience, dedication
26	Responsibilities are shared by co-workers.	Acknowledge human input and cooperation	As above	Cooperation skills Sharing of responsibilities
27	I cooperate with others at work.	Coordination and acceptance of diversity and change	As above	<u>4 C's</u> Coordination Cooperation Communication Commitment
28	I work better if I work alone.	Human group perspective defined	As above	Sharing of skills in group
29	Human cooperation is an important asset in the business/IM-IT alignment processes.	Importance of cooperation	As above	Acknowledge human effort and cooperation
30	Human factors affect work projects.	Human inclusive view of EA Technical workers?	As above	IT/IM/EA and people skills

31	Standardisation, optimisation and reuse are addressed in the business-IM-IT alignment processes.	Understanding EA	As above	Acknowledge role level acceptance of EA
32	I am consulted before decisions are finalised when my work is affected by such decisions.	Confirm interaction, coordination and cooperation from upward work levels/managers	As above	4 C's Co-ordination Cooperation Communication Commitment
33	Managerial decisions are communicated and explained to me.	Confirm communication, and interaction from managers	As above	As above
34	Reliability and trust are visible human traits.	Involvement Communication	As above	Worker perspective on trust and integrity
35	Individual human worker input in the EA process is possible.	Acknowledge human effort and input	As above	Acknowledge and use input from team members/stakeholders
36	Human cooperation across different work levels is necessary for EA to succeed.	Acceptance and cooperation skills	As above	4 C's
37	EA is the work of a group of specialised people.	EA perspective	As above	Work level buy-in on EA
38	Human factors impacting on business-IM-IT processes are managed.	Management of human factor impact on EA	As above	Acknowledge human factor impact on business/IM processes
39	The organisation's "as-is" and "to-be" status is known.	Continuous involvement in EA status of organisation	As above	Acknowledge human understanding of EA process/project
40	Individual characteristics of people are used to facilitate change.	Acknowledgement of diverse human knowledge and skills	As above	Acknowledge human differences
41	Levels of maturity affect EA and organisational issues.	Acknowledging differences in maturity level	As above	Organisation wide understanding of human input
42	Within my organisation, ethical behaviour and integrity are communicated as being important human traits.	Importance of character traits in self and other humans	As above	Human character traits
43	Training is provided if necessary.	Self-improvement and	As above	Learning and knowledge

Comment [A7]: Too general. Specify that you are talking about the organisation.

		knowledge sharing		sharing
44	I trust my superiors.	Trust superiors and accept authority	As above	Accept authority and share in values and vision of EA
45	We share in realistic expectations of business-IM-IT integration.	EA long-term buy-in	As above	EA involvement
46	My acceptance of organisational strategies has no direct effect on the organisation.	Work role influence perception	As above	Human buy-in of organisational processes such as EA
47	We share common values.	Buy-in on EA across work levels	As above	Trust and sharing in values
48	Employees/stakeholders are motivated to cooperate in the business-IM-IT alignment processes.	Motivational skills	As above	Motivation of employees to buy-in and participate in EA
49	EA is an asset.	EA perception	As above	Understanding EA
50	Gender?	Future research purposes	Radio button M/F	? Not required for now but may be useful for follow-up research paper
51	Age group?	Future research purposes	< 20 20 – 30 31 – 40 41 – 50 51 – 60 60+	As above
52	Any comments on questions		Textbox	

Thank you for your cooperation, input and time. It is sincerely appreciated!

Comment [A8]: Thank them for their cooperation.