MIS Quarterly

INFORMATION TECHNOLOGY IMPLEMENTERS' RESPONSES TO USER RESISTANCE: NATURE AND EFFECTS

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Appendix A

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[1]Please note that some cases relate to multiple sources; some sources include multiple cases.

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Appendix B

Results of Delphi Study on Resistance Behaviors ▊▊▊▊▊▊▊▊▊▊▊

Resistance Level	Resistance Behavior
1	Being apathetic Being inactive Lacking interest in project activities
2	Avoiding involvement in the project Doing as little as possible in the project context Gossiping about the implementers Non-key actors refusing to accept responsibility in the project Not utilizing the new system when utilization is voluntary Persisting in using a former system in parallel with the new system when usage is voluntary Using humor Voicing feelings of fear and concern toward the system/project
3	Engaging in absenteeism behavior Complaining about the project/system Denying the need for the new system Gossiping about the project/system Making excuses for not participating in project-related activities Making excuses for not using the system Postponing actions/decisions in the project context Pretending to comply Refusing to engage in joint problem-solving Voicing opposing points of view regarding the system/project Withdrawing
4	Asking others to intervene on project-related issues Attacking the credibility of the project Forming coalitions Key actors refusing to accept responsibility in the project Leaking information about the project Leaving the organization Leaving the department/business unit Not utilizing the new system when utilization is mandatory/expected Persisting in using the former system in parallel with the new system when usage is mandatory/expected Whistle-blowing about the system/project
5	Attacking the credibility of the implementers Boycotting project activities Boycotting the system Engaging in contentious rivalry about project issues among members of the organization Making threats Posing ultimatums Rebelling
6	Deliberately committing errors Engaging in destructive behaviors Going on strike Overtly blocking project activities Resorting to violence Sabotage Spoilage

Appendix C

Truth Table of Implementers' Responses as a Sufficient Monocausal Condition ▰▰

UNAWARENESS	DELIBERATE IGNORANCE	IMPOTENCE	ACKNOWLEDGMENT	CONGRUENT RECTIFICATION	NONCONGRUENT RECTIFICATION	COERCION	AUTHORITATIVE PERSUASION	SUPPORTIVE PERSUASION	RESISTANCE INCREASE (N)	RESISTANCE DECREASE (N)
1	0	0	0	0	0	0	0	0	16	0
0	1	0	0	0	0	0	0	0	25	0
0	0	1	0	0	0	0	0	0	6	0
0	0	0	1	0	0	0	0	0	5	0
0	0	0	0	1	0	0	0	0	0	31
0	0	0	0	0	1	0	0	0	11	0
0	0	0	0	0	0	1	0	0	4	2
0	0	0	0	0	0	0	1	0	1	7
0	0	0	0	0	0	0	0	1	6	11

Appendix D

Truth Table of Dissuasive Responses, Implementers' Power, and Message Credibility ▰▰

NUMBER OF EPISODES	COERCION	AUTHORITATIVE PERSUASION	SUPPORTIVE PERSUASION	POWER	CREDIBILITY	RESISTANCE INCREASE	RESISTANCE DECREASE
3	1	0	0	1	1	0	1
3	1	0	0	1	0	1	0
0	1	0	0	0	1	R[†]	R
0	1	0	0	0	0	R	R
6	0	1	0	1	1	0	1
0	0	1	0	1	0	R	R
1	0	1	0	0	1	0	1
1	0	1	0	0	0	1	0
4	0	0	1	1	1	0	1
2	0	0	1	1	0	1	0
7	0	0	1	0	1	0	1
4	0	0	1	0	0	1	0

[†]R indicates the presence of a logical remainder—that is, an unobserved combination of conditions (Rihoux, B., and De Meur, G. 2009. "Crisp-Set Comparative Analysis (CSQCA)," in *Configurational Comparative Methods*, B. Rihoux and C. C. Ragin (eds.), Thousand Oaks, CA: Sage Publications, pp. 33-68).