

The Impact of Organization Culture on “ITIL Project Implementations” of ITSM in Sri Lanka

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Many IT organizations adopt industry framework to guide, standardize, fine-tune, streamline IT service delivery process. Information Technology Infrastructure Library (ITIL) is one of the industry frameworks in IT Service Management (ITSM). In fact, industry experts often suggest the ITSM organizations to start with configuration, implementation, and deployment of ITSM projects, whilst people factor was neglected!

Integrated system implementations are change initiatives of organizations (Hong, 2002). Changes to seek better process improvements and will call optimize service delivery to achieve agreed service level. Making changes to current business processes is hard due to this people factor (Hong, 2002). Dharmasiri (2015) found organization or corporate culture is the pattern of values, norms, beliefs, attitude and assumptions that may show people factor of project implementation.

Today, cultural change in every organization is imminent. Being in the IT industry many of us associated experience cultural changes with the IT service enabled organizations. What is the best method for getting your team’s support as a success factor of project implementation is the paramount need for successful ITSM project.

Therefore, study on how “people” impact ITSM business process implementations were started with checking, “is it true, organization culture influence ITIL project implementations?”, 95% of sample confirmed that organization culture influence ITIL project implementations. Furthermore, Literatures were found “Emphasis and Learning, Openness and Involvement, Fit between requirement and achievement” are the variables (Kampmeier, 1998) of organization culture.

Three business cases were analyzed to reveal how organization culture impact on project successes: found nothing but negatively impacted on three business cases! And three project failure due to poor support from the end users!

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