

**INFLUENCES ON NON-PROFIT GLAM CROWDSOURCING:
An Interpretive Analysis of the Australian Newspapers Digitisation
Program**

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ABSTRACT

The aim of the research described in this thesis was to examine crowdsourcing as a collaboration system, particularly for non-profit sectors such as galleries, libraries, archives, and museums (abbreviated hereafter as GLAM) where no financial incentives are offered to contributors. Although most crowdsourcing cases cited in the literature have focused on their application by for-profit organisations, crowdsourcing is increasingly being used by not-for-profit organisations as a means of eliciting members of the public to contribute to activities that would normally have been carried out by staff or by external contractors. While some studies have attempted to address non-profit contextual issues, these studies are predominantly descriptive and lack theoretical orientation. In light of this, crowdsourcing collaboration technologies need to be understood as open and adaptive technologies that reveal and unfold their full potential only in the context of emerging practices of technology, organisation and crowd. In order to contribute to knowledge and possible theory on factors that influence the outcomes of non-profit crowdsourcing initiatives, there is a need to carry out in-depth and *in-situ* research within an organisational context. This study aims to extend existing knowledge of the key influences on non-profit crowdsourcing in a GLAM context and to clarify and expand our understanding of crowdsourcing phenomena.

Taking a socio-technical perspective, the study extends our understanding of the key influences on non-profit crowdsourcing through an interpretive analysis of the Australian Newspapers Digitisation Program (ANDP) initiative of the National Library of Australia (NLA). Data collection was predominantly through semi-structured interviews with stakeholders of the project, but documentation review and website observation also contributed data for this study. The study was informed through multiple theories at different stages of the research. The research employed an inductive thematic data analysis technique and themes emerged from integrative triangulation of data, theory and stakeholder perspectives. Relevant theories were used as explanatory lenses to theorise the emergent influences that were categorised as motivational, relational and technological. The dynamics between these three influences (technology, relational mechanism and motivational) were central findings of the study in that they were configured over time through a process of motive alignment. Based on these findings, a conceptual framework is presented that describes an adaptive model of key influences on a non-profit GLAM crowdsourcing initiative. This adaptive model of influences recognises the dynamic nature of initiatives like crowdsourcing and highlights the need for alignment of motivations when designing and implementing crowdsourcing applications for the not-for-profit sector.

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LIST OF PUBLICATIONS

Below is a list of publications by the researcher in which she is the principal author. The publications on non-profit crowdsourcing (first four publications) are directly related to the thesis (chapters six, seven and nine). The others were published based on the early stages of the research when the research focus was much broader (i.e. Gov 2.0 collaboration).

1. Alam, S L and Campbell, J. 2013. 'Dynamic changes in organizational motivations to crowdsourcing for GLAMs', *International Conference in Information Systems ICIS 2013*, Milan, Italy.
2. Alam, S L and Campbell, J. 2013. 'A conceptual framework of influences on a non-profit GLAM crowdsourcing initiative: A socio-technical perspective', *24th Australasian Conference on Information Systems*, 4-6 Dec 2013, Melbourne.
3. Alam, S L and Campbell, J. 2013. 'Role of relational mechanisms in crowdsourcing governance', *Proceedings of the Nineteenth Americas Conference on Information Systems*, Chicago, Illinois, August 15-17, 2013 (was named the **most interesting paper** in the Virtual Community track, see <http://ais.site-ym.com/news/news.asp?id=132601>).
4. Alam, S L and Campbell, J. 2012. 'Crowdsourcing motivations in a not-profit GLAM context: The Australian Newspapers Digitisation Program', *23rd Australasian Conference on Information Systems*, 3-5 Dec Geelong (**ACIS 2012 Best paper, first place**).
5. Alam, S L and Diamah, A. 2012. 'Understanding user participation in Australian Government Tourism Facebook Page', *23rd Australasian Conference on Information Systems*, 3-5 Dec Geelong (ERA Rank A).
6. Alam, S L, Mackrell, D and Rizvi, S. 2012. 'Crowdsourcing travel experience: A case study of user participation on the tourism Australia Facebook page', *Proceedings of MCIS 2012*, Portugal.
7. Alam, S L and Walker, D. 2011, 'The public facebook: A case of Australian government Facebook pages and participation', *Proceedings of ACIS 2011*, Sydney (ERA Rank A).
8. Alam, S L. and Lucas, R. 2011, 'Some ethical considerations for Gov 2.0 using Web 2.0,' *Dependable, Autonomic and Secure Computing (DASC)*, *2011 IEEE Ninth International Conference*, vol., no., pp.1078-1083, 12-14, Dec. 2011 [doi: 10.1109/DASC.2011.177].
9. Alam, S L, Campbell, J and Lucas, R. 2011, 'Using social media in government: the Australian taxation office e-tax Facebook page', *SCA 2011*, IEEE, Sydney, December 12-14.
10. Alam, S L and Lucas, R. 2011, 'Tweeting government: A case of Australian government use of Twitter', *SCA 2011*, IEEE, Sydney, December 12-14.
11. Alam, S L and Diamah, A. 2011. 'Content analysis of Australian tourism Facebook page: A case study of government use of social media', *Proceedings of the 5th Conference on Electronic Democracy 2011*, Vienna. Austria, 8-9 September.

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LIST OF ABBREVIATIONS AND ACRONYMS

ANDP	Australian Newspapers Digitisation Program
ANPlan	Australian Newspapers Plan
API	Application programming interface
APSC	Australian Public Service Commission
CVS	Concurrent Versions System
FLIRT	Focus, Language, Incentives, Rules, and Tools
FLOSS	Free-Libre-Open-Source-Software
GLAM	Galleries, libraries, archives, and museums
ICT	Information and communications technology
IS	Information system
ITG	Information Technology Governance
ITO	Information technology outsourcing
LRRSA	Light Railway Research Society of Australia
mTAC	Modified Technology Appropriation Cycle
MTA	Model of Technology Appropriation
NLA	National Library of Australia
NFP	Not-For-Profit
NSLA	National and State Libraries Australasia
OCR	Optical Character Recognition
OSS	Open source software
PDF	Portable Document Format (.pdf)
R&D	Research and development
RLG	Research Libraries Group
SDT	Self-Determination Theory
SNS	Social network site

TAC	Technology Appropriation Cycle
TCE	Transaction cost economics
U&G	Uses and Gratifications [theory]