

Who kicks whom? Exploring the Relationship between Organizational Performance and IT Use

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Abstract

Researchers have found that the use of information systems (IS) leads to improved performance and hypothesized a positive effect of use on subsequent performance. We extend prior theory and argue that the relationship between IS use and performance is context- and time dependent. Specifically, we propose that in the context of business analytics systems, performance is a causal antecedent of use as these systems are primarily employed to diagnose the causes of performance decline.

Drawing upon attribution theory, we hypothesize that performance decline will lead to increased usage. After analyzing lags in longitudinal data from seven hospital organizations, we find that in the two hospitals facing decline, lower organizational performance lead to higher IS use while in the other five hospitals that were not facing performance decline, we find no significant effects of performance on use. Our results provide robust support for our proposed extension of extant use-performance theory.

Rajiv Kohli, Biography:

Rajiv Kohli is the John N. Dalton Memorial Professor of Business at the Raymond A. Mason School of Business of The College of William & Mary, USA. Dr. Kohli received his PhD from the information systems management department of the University of Maryland Baltimore County. He has taught at the University of Notre Dame, Lehigh University, University of Maryland College Park, and University of Maryland University College where he was awarded the Teaching Recognition Award. Published studies have ranked Dr. Kohli among the top 20 MIS researchers worldwide. A recent study ranked Dr. Kohli's research as the most influential in the health information technology discipline in the past 20 years.

Dr. Kohli has held visiting positions at the MIT Sloan School of Management, National University of Singapore, City University of Hong Kong, as an Erskine fellow at the University of Canterbury, New

Zealand. He was a visiting Gillings Fellow at the Judge Business School, University of Cambridge, England.

Dr. Kohli has worked or consulted with IBM Global Services, SAS Corporation, United Parcel Service, Encana Oil & Gas (USA) Inc., AM General, MCI Telecommunications, Westinghouse Electronics, Wipro Corporation and Godrej Industries, in addition to several healthcare organizations. Dr. Kohli has served on the Board of Trustees of The Montessori Academy at Edison Lakes, Mishawaka. Prior to joining full-time academia, he was a Project Leader in Decision Support Services at Trinity Health.

Dr. Kohli's research is published in *MIS Quarterly*, *Management Science*, *Information Systems Research*, *MIS Quarterly Executive*, *Journal of Management Information Systems*, *Journal of Operations Management*, and *Decision Support Systems*, among other journals. He is a coauthor of the book *The IT Payoff: Measuring Business Value of Information Technology Investment*, (2002) published by Financial Times Prentice-Hall. Dr. Kohli has served as a Senior Editor for *MIS Quarterly* and is a member of editorial board of several international journals. He is an honorary Fellow of the Cambridge Judge Business School and a Research Associate at MIT Sloan Center for Information Systems Research.