



Information Systems and Management Group (ISM)

Spring Seminar Series – 2018-19

Speaker: Professor Yulin Fang, City University of Hong Kong

Title: Managing Collective Enterprise Information Systems Compliance –
A Social and Performance Management Context Perspective

Date: Wednesday 15th May 2019

Venue: M1, WBS Teaching Centre

Time: 14.00 – 15:30

Abstract: In today's environment, characterized by dynamism and information technology advances (IT), firms must frequently update their enterprise information systems (EIS) to support changing business operations. These updates require collaboration between functional units and the IT unit. To effectuate business changes through EIS, firms must ensure that EIS users in the functional unit collectively use EIS in a compliant manner, due to the interdependent nature of tasks that users accomplish through EIS. Although the literature has shown that reward and punishment systems and formal training are widely used to mandate individual user's compliance with EIS, there is evidence that compliance problems persist despite the use of these mechanisms. In particular, little is known about how to attain collective EIS compliance, i.e., by a collective of employees in a functional unit, despite the importance of making employees collectively comply with a forever-changing EIS. It is therefore vital to find ways to promote collective EIS compliance. Integrating the organizational literature on social context and performance management context with social capital theory, this study examines how these two types of contexts can affect collective EIS compliance. It proposes that social context, an organizational environment characterized by trust and support, positively affects collective EIS compliance by developing social capital that can enhance bi-lateral collaboration between business and IT. Furthermore, the performance management context, an organizational environment characterized by discipline and "stretch" is seen to have a direct and beneficial effect on collective EIS compliance as well as an indirect, moderating effect on the causal chain among social context, social capital and collective EIS compliance.

General empirical support for this research model is provided via a multiple-sourced survey of managers and employees of 159 functional units of 53 firms that use EIS, as well as their corresponding IT unit managers. The theoretical and practical implications of these findings are discussed.

Bio

Yulin Fang is full professor and program co-director for Master of Business Information Systems at Department of Information Systems, City University of Hong Kong. He earned his PhD at Richard Ivey School of Business, The University of Western Ontario in Canada. He conducts research in the areas of digital innovation and transformation, platform economy, e-commerce, and social media. Yulin is currently serving as a Senior Editor for *Information Systems Research* and *Information Systems Journal*, and the co-editor-in-chief for *Information Technology & People*. He is also on the Editorial Board of *Journal of Strategic Information Systems* and *Information & Management*. He was awarded the Associate Editor of the Year at Information Systems Research in 2015. He has published over 50 research articles in renowned management and information systems journals, including MIS Quarterly (MISQ), Information Systems Research (ISR), Journal of Management Information Systems (JMIS), Journal of the Association for Information Systems (JAIS), Journal of Operations Management (JOM), Strategic Management Journal (SMJ), Journal of Management Studies (JMS), Organizational Research Methods (ORM), among others. Yulin does case writing for major technology and financial corporations operating in Asia markets, such as Tencent, Uber China, Google China, HK Airport, and Cathay Pacific. His cases are recognized among best-sellers at Ivey Business School Publishing and European Case Clearing House (ECCH).

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