

**THE HONG KONG POLYTECHNIC UNIVERSITY
DEPARTMENT OF MANAGEMENT & MARKETING**

DEPARTMENTAL RESEARCH SEMINAR

**"Enterprise System Implementation and Employee Job Performance:
Understanding the Role of Advice Networks"**

By

**Dr Viswanath VENKATESH
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Walton College of Business, University of Arkansas**

Date: Monday, 16 Jul 2007

Time: 3:00 p.m. - 4:30 p.m.

Venue: M802

All interested are welcome

Enterprise System Implementation and Employee Job Performance: Understanding the Role of Advice Networks

ABSTRACT

Dr Viswanath Venkatesh

The implementation of enterprise systems, such as modules of enterprise resource planning (ERP) systems, alters business processes and workflow, and introduces new software applications that employees must use. Employees frequently find the changing technology-enabled organizational environment to be a major challenge. Post-implementation employee job performance of an enterprise system is an understudied topic. We use theoretical perspectives grounded in social networks—particularly, advice networks—to understand post-implementation job performance. We conducted a social network study among 87 employees, with data gathered before and after the implementation of an ERP system module in a business unit of a large organization. We found support for our contention that general work-related advice and software system-related advice in get-advice, give-advice, and brokering ties are important in understanding employee job performance change. Further, we found that the interactions of giving and getting advice, general and system get-advice, general and system give-advice, and general and system brokering were associated with employee job performance change. This nuanced treatment of advice networks not only advances our understanding of post-implementation job performance but also provides a contribution to the social networks literature by providing a richer explanation of the role of advice networks in times of organizational change.

Speaker Bio

Dr Viswanath VENKATESH

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Viswanath Venkatesh is a Professor and the first holder of the George and Boyce Billingsley Chair in Information Systems at the Walton College of Business, University of Arkansas, where he has been since June 2004. Prior to that, he was the first Tyser Fellow and an Associate Professor at the Smith School of Business, University of Maryland. He completed his PhD at the University of Minnesota in 1997. His research focuses on understanding technology diffusion in organizations and homes by focusing on end-user training, user acceptance, and gender and age differences, usability, ERP, and electronic commerce.

Over the past ten years, he has worked with several companies and government agencies and conducted field research. The total organizational sponsorship of his research has been about \$10M. His research has also been funded by government agencies such as the NSF. His research has been published in leading information systems, organizational behavior, and psychology journals. His articles have been cited about 2,600 times per Google Scholars and about 1,200 times per Web of Science. His current leadership role at the Walton College includes serving as the director of the information systems PhD program. He served as an Associate Editor on the board of *MIS Quarterly* from 2001 to 2003, and is currently serving on the editorial boards of *Information Systems Research*, *Management Science*, *Decision Sciences Journal*, and *Journal of the AIS*. *MIS Quarterly* named him “Reviewer of the Year” in 1999. He has been named to *Marquis’ Who’s Who in America* in 2007.