Synopsis

Much of the prior research on enterprise systems (ESs) focused on initial acceptance and adoption during the implementation phase that was premised to lead to post-adoption continued usage. This may hold for certain IT/IS project implementations however ESs proved to be challenging given the complexity of the system implemented and the significant changes it brings to the existing business processes which often end up creating resistance post-implementation. This may lead to subsequent non-adoption of the system or employees looking for workarounds by partially or completely abandoning the system. Both outcomes are not favourable for organizations that invest huge amounts in procuring and implementing ESs which are expected to bring huge strategic and operational benefits. Therefore, post-adoption continuance usage is very important to gauge the success of ESs implementation. This thesis addresses this gap by providing a conceptual framework and empirically testing it using multi-level investigation – team level and individual level. Prior research has viewed the implementation and use of ESs post-implementation as isolated organizational change events which are expected to enhance organizational productivity by improving employee performance. However, recent research both in academia as well as practice, has increasingly advocated the importance of other contextual factors that may impact the ESs continuance usage intention decisions. Further, it emphasizes the important role played by teams/groups in executing work processes. Guided by the socio-technical systems theory, we developed a research model around the technology continuance theory. The use of a socio-technical perspective provided an overarching theoretical foundation for conducting a multi-level investigation. We identified and conceptualized a few important determinants of continuance usage intention and individual performance at the individual level. Additionally, we identified various process and system characteristics, through a

systematic review of the prior literature, that were found to impact various job outcomes. In our research model, we distinctively conceptualized process satisfaction and system satisfaction and proposed various antecedents for them. Furthermore, at the team level, we identified and contextualized two important variables – transactive memory systems and consensus on appropriation to understand their cross-over impact on individual-level relationships that contribute to continuance usage intention and individual performance. We collected data from graduate students (N=222) from a large mid-western university in the USA, who were grouped into 59 teams. We used the MIXED PROC of the IBM SPSS 20 software to analyse the hierarchically nested data. Our findings provide strong evidence for our hypotheses that suggests teams/groups play a crucial role in impacting individual perceptions about various processes and the system. Both process satisfaction and system satisfaction were found to have a strong impact on continuance usage intention while only process satisfaction was found significant in predicting individual performance. The transactive memory system and consensus on appropriation were found to have a significant moderation effect on the process(/system) satisfaction and individual performance. Furthermore, only the transactive memory system was found to moderate the relationship between system satisfaction and continuance usage intention. The findings of our study draw attention to significant interactions that were discussed in detail which provided some important implications for both theory and practice. The limitations as well as the future research directions were discussed in detail.

Keywords: *Enterprise systems, individual performance, continuance usage intention, transactive memory systems, consensus on appropriation, socio-technical systems theory, multi-level analysis, satisfaction, process characteristics, system characteristics.*