Exploring the Moderate Mediating Effect Between Top Management Support and Informatization Performance

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Abstract

The supporting attitude of senior managers can affect the cognition and behavior of other members in the enterprise, and it is the main driving force for formulating informatization strategies and initiating informatization reforms. This paper explores the influencing factors between executive support level and enterprise informatization performance. Through a three-stage questionnaire survey on enterprises in Guangdong Province, China, 419 valid copies of questionnaire have been obtained. The data analysis results show that executive support has a positive impact on employees' passion for information transformation. Executive support is an antecedent variable of enterprise informatization transformation, and informatization transformation plays an intermediary role between executive support variables and informatization performance variables. Organizational communication plays a moderating role between informatization reform and informatization performance. This will provide new ideas for exploring the theory of organizational behavior, and at the same time build a brand-new mechanism of information-based performance.

Keywords: Executive Supports, Information Reform, Enterprise informatization Mechanism, Informationization Performance.

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Introduction

Information technology has transformed from a technological means to improve corporate efficiency to a strategic resource to promote corporate growth. Theoretical research in related fields and the practical experience of enterprises have shown that the level of executive support determines the success or failure of enterprise informatization. With the continuous deepening of enterprise informatization, enterprises no longer regard information systems as pure technological changes. They expect to improve the management process of enterprises, increase the speed and quality of decision-making, and improve the production process through the introduction of informatization projects. Scholars' evaluation of the effects of informatization has gradually shifted from a technical perspective to the evaluation of operational management indicators. Based on trying to define the performance of informatization, scholars have designed an evaluation system to measure the effectiveness of enterprise informatization. The research methods of informatization performance have also shifted from pure result evaluation to time evaluation and process evaluation.

Information construction is a top-down process of change, and high-level support is the main driving force for change. Senior managers share information vision with corporate members, lead information transformation, supervise the implementation of various policies, provide necessary resource guarantee for informatization construction, build a corporate culture suitable for the company, and enable corporate members to receive information more quickly. It can be said that technology promotes the progress of enterprise informatization.

Research Objectives

1. To study the influence of top management support on Informationization performance.

2. To study the relationship between top management and informatization strategy.

3. To study the impact of informatization strategy on Informationization performance.

4. To explore the role of informatization reform between top management support and Informationization performance.

5. To explore the role of Organization Communication between top management support and Informationization performance.

Literature Reviews

3.1 Top Management Supports influence Informationization Performance

Scholars have increasingly studied the relationship between executive support and enterprise informatization construction. In the process of studying the main influencing factors of enterprise informatization, they found that executive support is a decisive factor in ensuring informatization construction (Doll, 2001; Bell, 2005); Liang et al., 2007; Xu et al., 2018; Bai Haiqing et al., 2014). Executive support will effectively affect the effect of enterprise informatization, including the depth and breadth of informatization, the level of acceptance of information technology by employees, the success or failure of informatization projects, and the level of informatization performance (Ragu-Nathan et al., 2004; He Lijun, etc., 2010; Lin, 2010;). The executive support in this paper includes two dimensions: executive beliefs and executive participation. The senior management belief mainly refers to the knowledge and understanding of the senior management of the enterprise informatization, for example, how they judge the value of the enterprise informatization and the feasibility of the informatization. The stronger the belief of executives, the deeper their understanding of informatization, which has far-reaching significance for improving the informatization environment and promoting informatization performance. Senior management participation refers to the specific actions taken by senior managers to improve informatization strategy, create an informatization atmosphere and promote technology matching, and can be perceived by other members of the enterprise, such as establishing a reward and punishment system, participating in informatization construction meetings, etc. The participation of senior management will affect the enthusiasm of enterprise employees to participate in the construction of informatization and guide employees to accept informatization reforms quickly, thereby improving the performance of enterprise

informatization. Therefore, this paper proposes the following hypotheses:

H1: Top Management Supports is positively correlated with Informationization Performance

1.1 Top Management Supports and Information change

In the process of studying the changes in the information system, it was found that the support of senior management is the basis for the formulation of informatization strategies and policies of enterprises. Informatization strategies and policies are the external manifestations of the informationization concepts and cognitions of senior managers (Hambrick et al., 2005). Executive support has a positive impact on the scientific nature of the informatization strategy. Sharma (2003) verified the powerful role of executive support in creating a corporate system atmosphere, emphasizing that executive support can play a positive role in both institutional policies and innovative practices. Senior management support can influence the informatization atmosphere through incentive systems, training systems, and resource support, thereby affecting informatization changes. The higher the technology/task matching index, the greater the possibility of improving work efficiency, and corporate members are often more willing to use the technology (Ambertson, 2005). Senior managers need to strengthen the contact with the enterprise information project manager, enhance their knowledge and understanding of information technology, and improve the degree of matching between information systems and specific tasks. Senior management support helps ensure the consistency of information technology and business processes, and can promote information management changes. In summary, executive support has a positive impact on the three dimensions of information transformation. Therefore, the following hypothesis is proposed:

H2: Top Management Supports is positively correlated with Information change

3.2 The mediating role of information transformation

It can be seen from the acquisition process of informatization performance that informatization change variables play an intermediary role between executive support and informatization performance. The ideas and behaviors of senior managers firstly act on various organizational and technological changes in the process of informationization (James et al., 1977; Vaidiyanathai, 2004; King, 2008;. Rachael, 2008; Xu Feng, 2012),

which mainly includes three aspects: informatization strategy, technology four-matching and informatization atmosphere, which in turn affects the informatization performance of enterprises. Benzion et al. (1989) pointed out that higher-level managers can also directly influence lower-level employees. Therefore, the support of information technology by senior managers will also affect employees' cognition and enthusiasm for use. Of course, the so-called "direct impact" here is not obtained through direct interaction between corporate members and senior managers, but corporate members judge the trend of information transformation through their cognition of corporate strategy, management system, and technical policies. And it is the process of deciding whether to produce active information technology use behavior. The use behavior of enterprise members is one of the prerequisites for the generation of enterprise informatization performance. Therefore, no matter from the enterprise level or the individual level, the senior managers influence the informatization performance of the enterprise by influencing the informatization reform of the enterprise, so they put forward the hypothesis:

H3: Top Management Supports improve Informationization Performance through Information change

3.3 The moderating role of organizational communication

Enterprise informatization usually involves the creation of business processes and the redesign of organizational structure, both of which will be dominated by the original power structure of the enterprise (Karim et al., 2008), and a good communication and coordination mechanism is needed to help overcome employees' problems. Resistant emotions (Cohen et al., 1990). Enterprises can smoothly implement informatization strategies and management systems through good organizational communication, help employees exchange information technology experience, and solve problems arising during the use process. To promote the acceptance of information technology by various departments and enterprise members, enterprises need to make a lot of communication efforts during the entire informationization project development process. In addition, in the process of informatization reform, whether it is the use of information technology commands to communicate, or the promotion of informatization policies, or the dissemination

of related information in informal groups, it may change the understanding of information technology and their attitudes towards use by business members. (Breen, 2015), a good communication environment is conducive to the promotion of enterprise informatization reform, thereby affecting the level of enterprise informatization performance.

H4: Organizational communication is positively strengthening the positive impact of Information change on Informationization Performance.
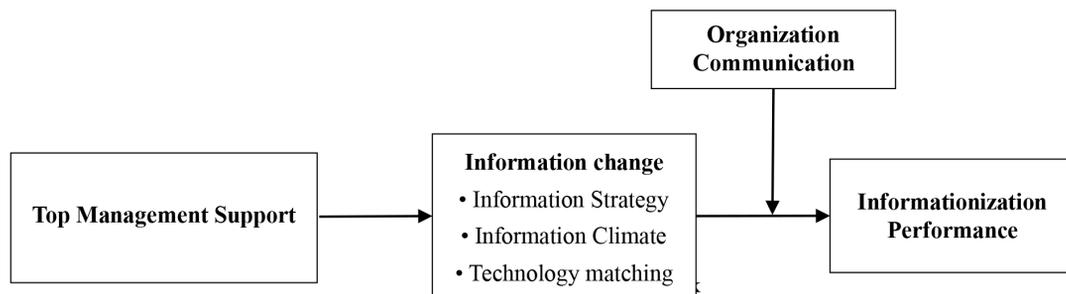

Figure 1. Research Framework

Methodology

Data collection

This paper takes enterprises in Guangdong Province of China as the research object. Collect data through the "Questionnaire star" of the Chinese professional questionnaire survey website. The questionnaires were distributed to mid-to-high-level business executives, members of the Guangdong CIO Alliance, and some information personnel. Before the official release, we conducted a pre-investigation to test the internal structure, reliability, and validity of each latent variable scale. There are 126 senior managers and ordinary employees from China Ping An Insurance and China Southern Power Grid in Guangdong Province were selected as the pre-survey objects, and the questionnaire items and structure were improved and adjusted based on the survey results and the feedback of the survey objects. The pre-survey samples were not effective in the formal survey Sample. On this basis, the team issued a total of 430 questionnaires in the formal survey. After removing 11 invalid questionnaires, this paper finally obtained

419 valid questionnaires as analysis samples, and the effective questionnaire recovery rate was 91.22%. The sample recovery data shows that the sex ratio of men and women is balanced, 52% of men and 18% of women. Most of the ages are between 25-45, accounting for 87%. Most companies have implemented informatization for 1-4 years, accounting for 69%. There are 114 senior executives, accounting for 27.2%, and 305 ordinary employees, accounting for 72.8%.

Measurement development

The research on the connotation of executive support by Jarvenppa et al. (1991) was widely used by later scholars. In the paper, they divided executive support into two dimensions: executive participation and executive involvement, and designed 6 items to measure the degree of executive participation, and 4 items to measure the degree of executive involvement. In the process of exploring the impact of executive support on IS strategy, Keams (2006) divided corporate executives into categories. They believed that corporate executives include CEOs and CIOs. Because of the different roles they play in the practice of informatization, they show Different support directions are given. The paper mainly measures the CEO's expectations for information systems, the degree of the CEO's participation in the practice of information integration, and the degree of the CIO's participation in the informationization plan. The two dimensions of the CEO measurement are based on the research content of Jarvenppa et al., Only slightly different in the problem statement. The research of Chinese scholar Chen also divides senior managers into business executives and technology executives. The measurement of business executives is mainly from the strategic level of participation, the cognition of information systems, and the practical level of participation. The first dimension mainly draws on the research content of Keams (2006), and the measurement of the latter two dimensions mainly draws on the research of Jarvenppa et al. (1991). Through a literature review of the measurement of executive support, combined with the previous definition of the scope of executives, this paper also uses the questionnaire of Jarvenppa et al. (1991) to measure executive support.

Informatization reform includes three dimensions: informatization strategy, informatization atmosphere, and technology matching. There are relatively little researches

on the measurement of enterprise informatization strategy, and the most influential one is the related research done by Keams (2006). This research also mainly refers to the related research of Kearns (2006) to measure the dimensions of informatization strategy. The measurement of the informatization atmosphere draws on the relevant research of the innovation atmosphere and finally measures it from the three aspects of the training system, incentive system, and resource support. The training system adopts the scale of Amoako et al. (2004), including items such as comprehensive training content for enterprise-centric technologies. The incentive system and resource support draw on the scale of Dong (2009) including "the better the use of information technology, the more likely to be rewarded or praised each month", "the enterprise is equipped with the software and hardware required for the application of information technology", and "the enterprise implements "Informatization has prepared enough funds" and other topics. The technology matching dimension draws on the scale measurement technology/task matching degree of This paper refers to the related research of Ruppel et al. (2000) to measure organizational communication, including "leaders and subordinates can communicate more easily and freely." "In an enterprise, mutual communication is Very frankly and openly" is the third item.

Raghunathan et al. (2004) studied the relationship between executive support and informatization performance, using five items to characterize the performance of enterprise informatization, and these five evaluation indicators were widely used by later scholars. Therefore, this paper also adopted the scale of Raghunathan et al. (2004) to measure the performance of informatization.

Data Analysis and Results

Reliability and Validity Analysis

In this paper, SPSS25.0 and AMOS24.0 software were used to test the reliability and validity of the variables. Cronbach's α value was used to test the reliability of variables. Cronbach's α values were all greater than 0.7, indicating good reliability of the scale. In addition, confirmatory factor analysis (CFA) was used to verify the scale's structural validity and discriminative validity, and the results are shown in Table 1. As can be seen

from Table 1, the fitting degree of the five-factor model was the best, χ^2/df = 3.869, RMSEA = 0.091, CFI = 0.932, TLI = 0.915. The fitting indexes all reached the standard and had good discriminating validity, while the fitting degree of other factor models was poor. The variable reliability and validity are very good, the model fitting is good.

Table 1 Confirmatory factor analysis (N = 419)

Model	χ^2	df	χ^2/df	TLI	GFI	RMSEA
Four-factor model	765.892	235	2.869	0.915	0.932	0.091
Three-factor model	917.182	241	3.184	0.838	0.893	0.083
Two-factor model	846.324	241	3.492	0,847	0.879	0.095
Single factor model	287.485	258	12.349	0.472	0.527	0.198

Note: Four-factor model: Top Management Supports, Information change, Informationization Performance, Organizational Communication; Three-factor model combines Information change and Informationization Performance into one factor; Two-factor model combines Top Management Supports, Information change, Informationization Performance are combined into one factor; Single factor model combines all variables into one variable.

Correlation analysis

Table 2 shows the correlation analysis results of each variable. It can be seen from Table 2 that the mean and standard deviation of each variable are within a reasonable range, and the correlation coefficient results meet the requirements of further regression analysis. Top Management Supports and Informationization Performance (r=0.481, p<0.01), Information change (r = 0.825, p < 0.01) a significant positive correlation. Information change and Informationization Performance (r = 0.517, p < 0.01) are also significantly positively correlated. The results of this correlation analysis provide preliminary evidence for subsequent hypotheses. Moreover, there is no significant correlation between Organizational Communication and Informationization Performance (r = 0.059, p > 0.05), which indicates that the effect of Organizational Communication on Informationization Performance is not significant, which is in line with the research logic of the regulation of Organizational Communication in this paper.

Table 2 Description statistics and correlation analysis of each variable

	M	SD	TS	IC	OC	IP
TS	4.379	1.483	1			
IC	3.443	1.499	0.825**	1		
OC	3.207	1.446	0.628**	0.727**	1	
IP	3.221	1.290	0.481**	0.517**	0.059	1

Note: **. 0.01 level (two-tailed), the correlation is significant. M is the mean, SD is the standard deviation, TS is Top Management Supports, IC is Information change, OC is Organizational Communication, IP is Informationization Performance.

Hypothesis Test

1. Main effects test

As shown in Table 3, Model 3 examines the relationship between control variables and informatization performance, and Model 4 confirms that there is a significant positive correlation between executive support and informatization performance ($\beta = 0.749$, $p < 0.01$), indicating Executive support can effectively improve informatization performance, hypothesis 1 is supported.

2. Mediation effect test

Based on Model 4, informatization reform was introduced as an intermediary variable, and Model 5 was constructed. It can be seen from Model 5 that after joining the informatization reform, the coefficient between executive support and informatization performance has changed from 0.749 to 0.217, and the informatization reform and informatization performance are significantly positively correlated ($\beta = 0.636$, $P < 0.01$). The results show that informatization reform plays a part of the intermediary role in the relationship between executive support and informatization performance, and Hypothesis 3 is supported.

3. Regulation effect test

Based on Model 5, the interaction items of organizational communication and information transformation and organizational communication are added, and Model 6 is constructed to verify the moderating effect of organizational communication. The results show that organizational communication has a positive moderating effect between informatization reform and informatization performance ($\beta = 0.672$, $p < 0.05$), and Hypothesis 4 is supported. In this paper, according to the recommendations of Aiken et al. (1991), a diagram of the effect of regulation was drawn (see Figure 2). It can be seen from Figure 2 that in the context of high-level organizational communication, informatization reform has a stronger positive impact on informatization performance.

Because of this, the above empirical results all support the research hypothesis. The empirical results also prove that top managers are leading the company's information transformation. Informatization reform plays a key role in the organization and communication atmosphere in the promotion process of an enterprise. Good organizational communication can help enterprise members understand the strategies and management systems related to informatization, reduce barriers to management change, and help sub-enterprise members to find and solve the use Problems in information technology provide the possibility for them to use information systems or information technology more effectively. The smooth development of information technology reform will be very helpful to improve the information technology performance of enterprises.

Table 3 The results of regression analysis (N=419)

Variable	IC			IP		
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6
Gender	0.012	0.032	0.009	0.013	0.035	0.035
Age	0.052	0.023	0.089**	0.026	0.029	0.029
P	0.026*	0.012	0.064*	0.017	0.023	0.023
YW	0.010	0.019	0.016	0.021	0.026	0.026
NE	0.084**	0.052	0.134***	0.095***	0.074***	0.074***
YS	0.383*	0.429	0.162*	0.245*	0.154*	0.154*
TMS		0.258***		0.749***	0.217***	0.201***
IC					0.636***	0.427***
OC						0.483*
IC×OC						0.672*
R^2	0.023	0.432	0.023	0.432	0.722	0.426
ΔR^2	0.024	0.436	0.024	0.436	0.496	0.508
F	10.673***	120.781***	10.673***	120.781***	132.583***	156.186***

Note: * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$; P is Position; YW is Years of Work; NE is Nature of the enterprise; YS is the years of use of information systems.
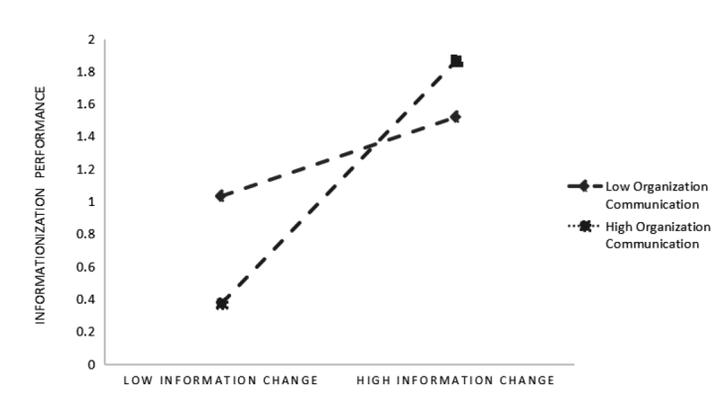

Figure 2 The moderating effect of organizational communication on informatization reform and informatization performance

Conclusion

This paper draws on relevant research in the fields of executive support, informatization performance, organizational communication, innovation theory, etc., and proposes a model of the influence mechanism of executive support on the informatization performance of enterprises. Taking enterprises in Guangdong Province as the research object, collecting data through questionnaire surveys, using SPSS25 for statistical analysis, empirically verifying all the hypotheses, and explaining the mechanism and process of senior management's support to affect the performance of enterprise informatization. The main conclusions are as follows: Top Management Supports is positively correlated with Informationization Performance; Top Management Supports is positively correlated with Information change; The level of support and the performance of informatization play an intermediary role. In accordance with He Lijun et al (2010) believe that top management support affects the information performance of enterprises by affecting the management and control of enterprise information systems, the strategic positioning of information systems, the degree of CIO participation in business planning, and the matching between information systems and services. From an organizational perspective, the ideas and behaviors of senior managers first affect the informatization change in the enterprise, which mainly includes three aspects: informatization strategy, technology matching, and informatization atmosphere, which in turn affects informatization performance. From an individual perspective, executive support will affect employees' cognition and enthusiasm for use. Of course, this impact is not produced through direct interaction between corporate members and senior managers, but corporate members through the strategy and management system of corporate informatization. To determine the trend of informatization change based on the cognition of technology and policy, and based on this, decide whether to actively use information technology, and this use behavior of enterprise members is one of the prerequisites for achieving informatization performance. Therefore, no matter from the organizational level or the individual level, the senior management influences the informatization performance of the enterprise by influencing the informatization reform of the enterprise. In accordance with Chen Xiaochun (2012.) studied the motivations of users using information systems. The paper divides executives

into business executives and technical executives, and analyzes how two types of executives influence the implementation atmosphere of information technology. Affect the user's adoption. However, it is questionable whether users can distinguish whether support is from business executives or technology executives, and whether users use information technology to bring about performance improvement. Organizational communication has a positive regulatory effect on the indirect effects of informatization reform and informatization performance. Organizational communication plays an important role in the promotion of informatization reform. On the one hand, enterprises can promote the understanding of informatization strategy by their members by creating good organizational communication, to enable them to have a more thorough understanding of informatization management systems and policies. Organizational changes made by executives are easier to promote and carry out. On the other hand, a good organizational communication atmosphere is also conducive to the popularization of enterprise information technology. Enterprise members can learn more about informatization-related knowledge through formal and informal channels, and master information technology faster and use it proficiently.

The results of this paper have important implications for management practices: senior managers must have information awareness and support the informationization decision-making of the enterprise, which will help improve the performance of the enterprise. Enterprises should adjust informatization strategies and management systems to meet the needs of informatization.

1) Propose clear and feasible informatization strategies and development goals. Develop a clear informatization strategy and decompose the strategic goals into several phase goals to guide the managers and employees of the information department.

2) Strengthen the construction of supporting systems for informatization. First, establish a feasible training reward and punishment system to improve the self-learning effect of employees. Due to the limitation of training resources and the pressure of work tasks, it is difficult for most companies to train all employees in information technology during working hours. Therefore, improving the effectiveness of employees' self-learning becomes the primary task. Companies must not only provide material, time, materials, and other support but also improve the training and assessment system and rewards and

punishments to stimulate the enthusiasm of employees for self-learning. Second, build a scientific and effective incentive system. Incentives in the process of informatization mainly focus on the following three aspects: constructing a reasonable salary system to make up for the changes made by employees for informatization construction; providing employees with fair promotion opportunities so that they can see the career benefits brought by informatization Development opportunities; scientific division of labor and cooperation by standardized and logical requirements. Finally, provide adequate resource protection. Enterprises need to accurately predict the possible impact of informatization, as well as the difficulties that may be encountered in the implementation of informatization, and correctly estimate the required resources, including funds, time, data, and other resources, to provide adequate resource protection.

3) Adjust the organizational structure to better adapt to information changes. On the one hand, enhance the adaptability of the organizational structure and the information system. Information technology can effectively improve the work efficiency of managers, thereby increasing the scope of management, and promoting the flat development of the organizational structure. Encourage companies to pay attention to adjusting the psychological state of the retrenched managers so that they can adapt to new jobs. On the other hand, improve the compatibility of information systems and organizational processes. Compatibility between business processes and information systems is a necessary prerequisite for choosing an information system, but it is sufficient that senior managers look at the enterprise's informatization projects more from a strategic perspective, and pay less attention to the details of the information system; and developers often seize any opportunity Reduce development costs, which leads to the superficial compatibility of information systems and organizational processes. To solve this problem, there are two possible ways: One is the long-term and continuous cooperation between the enterprise and the software developer so that the developer fully understands the operation process of the enterprise, but this requires the enterprise to pay a higher cost. The second is to supervise the software purchase process by personnel who understand both management and technology and require suppliers to adjust the modules and interfaces of the system according to the specific needs of the enterprise.

4) Improve the matching of tasks and technology. Compared with system/ organization compatibility, technology/task compatibility belongs to the enterprise technical operation level rather than the management level, and the details are more obvious. It mainly emphasizes the compatibility and interaction between specific tasks or tasks and information systems, which will directly affect Common employees' use awareness and behavior. When the enterprise introduces the system, it should try to ensure that the information system has a high degree of matching with the work content of the employees.

Improve the acceptance of information technology among business members. First, build a good organizational communication atmosphere and improve the quality of organizational communication. A good communication atmosphere can play two roles in the informatization process: On the one hand, organizational communication is an important guarantee for the implementation of various systems and incentive measures. Organizational communication is the process of informatization can help employees communicate with their superiors and colleagues, understand more thoroughly informatization strategies and related systems, and better accept informatization changes. On the other hand, a good communication atmosphere can help employees quickly master technology and use it. In the process of enterprises adopting information systems, continuous communication between various internal functional departments and individuals helps employees quickly master relevant technologies and improve the performance of enterprise informatization. Second, strengthen the awareness of the use effect of the information system. After a period of use, employees will make their judgments on the effectiveness of the information system. This judgment includes not only the improvement of work efficiency but also other tangible or intangible benefits they can obtain, such as salary increase, position promotion, etc. . Senior managers need to empathize and take effective measures to make employees truly feel the benefits of using information systems. Third, senior management leads by example and promotes the "effective" use of work. Scholars in the field of technology adoption tend to use behavior as a result variable of the use of information systems and believe that there is a positive correlation between usage behavior and enterprise information performance. The promotion of employees'

use behavior mainly includes two aspects: increasing the frequency of employees' use of information systems. For the work that can be done with or without the system, employees are encouraged to use the system to complete it. Ensure the sustainability of use behavior. In addition to material rewards for employees who use the system well, they can also set up typical models among employees, or select "mentors" from outstanding employees, and be responsible for supervising and helping other members of the team to use information systems for incentives.

Limitations and Future Work

Although this research has a high theoretical value, it also provides management inspiration for enterprise informatization. It seems that due to limitations of the author's ability and objective resources, there are still some limitations, which need to be continuously improved and deepened in future research. development of. Mainly in the following four aspects: Firstly, Sample aspect. Despite a lot of time and effort for personnel interviews and questionnaires, the number of samples obtained meets the sample size requirements for social science statistics, but whether it is a large sample in the true sense is worthy of attention. In addition, although the survey subjects involved more industries, enterprises of different natures and scales, the sampling method is not random sampling, but convenient sampling. Most of the samples came from economically developed areas in Guangdong Province, and set limits on the size of sample companies, which may limit the popularity and promotion of research conclusions to some extent. Therefore, in the future research, the scope of the investigation should be expanded, and random sampling should be adopted to improve the validity of the research conclusions. Secondly, the subjectivity of variable measurement is strong. The data comes from the subjective judgment of the survey. Although the respondent is limited to the management of the enterprise or the enterprise member with many years of work experience, the recovered data also passes the reliability and validity test, but the subjective data is used in the study to test the cause and effect. Relationships still have certain limitations, and more objective measurement methods, such as long-term typical case-tracking studies, can be considered in future studies. Thirdly, there is still room for further exploration by the top management support of the theoretical mechanisms affecting the performance of enterprise information.

This research is mainly based on the process of informationization performance, but it is still possible to further deepen from the research results. For example, the presence of a modulating variable between top management support and informational performance can enhance the correlation between the two. Therefore, through deeper theoretical research and practical investigation, the whole model can be enriched so that it can better guide enterprise informationization practice. Fourthly, this research mainly studies how top management support affects information performance from the enterprise level. In future research, it is possible to consider relevant research from external factors of the enterprise or individual members of the enterprise. For example, the research in the field of individual technology adoption believes that the individual cognition and use intention of enterprise members will significantly affect their use behavior, and the effective use behavior of individuals is the premise of enterprise informationization performance. In future research, it can be combined with relevant fields. Research, cross-level analysis of how top management support affects the adoption of information, thereby affecting individual adoption and ultimately affecting the level of enterprise informatization. In addition, cross-cultural research can be used to gain a deeper understanding of the impact of corporate executives on informatization.

There is still room for further exploration of the theoretical mechanism that senior management supports and affects the performance of enterprise informatization. This paper is mainly based on the process of informatization performance generation, but there is still the possibility of further deepening based on the research results. For example, on the path of executive support-technology/task matching-informatization performance, although executive support can significantly affect technology/task matching, the standardized P-value is much lower than the impact of executive support on other factors. , And the impact of technology/task matching on informatization performance is significantly higher than other variables. Therefore, it is necessary to explore whether there is an intermediary or moderating variable between executive support and technology/ task matching that can enhance the correlation between the two. Therefore, through more in-depth theoretical research and practical investigation, the entire model can be enriched so that it can better guide the enterprise informatization practice. This paper mainly studies

how executive support affects the performance of informatization from the enterprise level. In future research, we can consider carrying out relevant research from the external factors of the enterprise or the level of individual enterprise members. For example, research in the field of individual technology adoption believes that the individual cognition and use intention of corporate members will affect their use behavior, and the effective use behavior of individuals is a prerequisite for the generation of corporate informatization performance. Future research can combine this field Related research, cross-level analysis of how executive support influences the informationization atmosphere, and then affects individual adoption, and ultimately affects the level of enterprise informatization. In addition, cross-cultural research can be used to gain a deeper understanding of the influence process of corporate executives on informatization.

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