Journal of Global Information Management
Volume 33 • Issue 1 • January-December 2025

The Role of Technical and Top Management Support in the Continuance of Intention to Use Business Analytics

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ABSTRACT

This study investigates the impact of perceived organizational support (POS) on employees' intentions to continue using business analytics (BA) tools. By integrating Organizational Support Theory (OST) and technology adoption models, the research highlights the critical roles of technical and top management support in influencing perceived compatibility and usefulness, which drive BA continuance intentions. Data were collected between August and October 2021 from employees across various industries in Ireland, Finland, and Sweden who used BA tools in their work. Using Partial Least Squares Structural Equation Modeling (PLS-SEM) to analyze data, the findings reveal significant relationships between the organizational support types and continuance intentions, with technical support being particularly crucial for long-term use. This study extends OST by emphasizing the importance of technical support and confirms the relevance of perceived compatibility and usefulness in technology continuance.

KEYWORDS

Business Analytics, Organizational Support, Technical Support, Adoption, Organizational Support Theory, TAM, Top Management Support, PLS-SEM

INTRODUCTION

Information system (IS) continuance in organizations is a well-established research stream in the IS discipline (Franque et al., 2021; Islam et al., 2017; Lin et al., 2022). This paper focuses on the critical intersection of perceived organizational support (POS) and the continuance of business analytics (BA) initiatives within organizations. BA refers to the technologies/tools, practices, and methodologies used to analyze data and combine these insights with business knowledge to support timely, evidence-based business decisions (Haverila et al., 2024; Seddon et al., 2017; Shao, 2023). It

DOI: 10.4018/JGIM.379721

is increasingly used by business organizations for descriptive, predictive, and prescriptive analytics, depending on their maturity levels (Silva et al., 2021; Turel & Kapoor, 2016). Its initial adoption has garnered significant attention in research due to its ability to support decision-making and innovation (Chaudhuri et al., 2021; Duan et al., 2020; Tamm et al., 2019). Consequently, several technological, organizational, and environmental factors that shape the adoption process have been identified (Horani et al., 2023; Nam et al., 2019; Shanmugavel et al., 2024).

Existing studies generally assume that initial adoption reflects continued use, overlooking the nuanced factors that contribute to sustained engagement with analytics frameworks. Thus, they fail to adequately address the gap between initial adoption and long-term utilization of BA tools. While BA adoption is essential, understanding how organizational support influences the continuation of these initiatives after the initial adoption stage is crucial for managers aiming to optimize organizational performance through data-driven decision-making (Liu and Li, 2022). In recent literature, research has emphasized the role of organizational support in fostering employee engagement, satisfaction, and commitment (Chen et al., 2020; Côté et al., 2021). However, it is surprising that despite the recognized importance of organizational support, few studies have systematically examined its impact on the continuity of BA practices and the specific influence of POS on the continuance use of BA tools. Additionally, research has identified top management support as a critical organizational support factor for BA adoption because top management provides necessary resources, budgets, and strategic goals for adopting BA initiatives (Horani et al., 2023; Maroufkhani et al., 2023). However, research has overlooked the role of IS teams in providing critical technical support for the long-term use of such systems. Therefore, we ask the following research question:

How do POS Cues Influence Employees' Intentions to Continue Using BA Within Organizations?

Given this background, the primary objective of this work is to investigate the relationship between POS and BA continuance. To this end, we developed a theoretical model based on the extant literature on IS continuance and organizational support theory (OST), which posits that employees will be strongly committed to organizations perceived to be strongly committed to them (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). We tested the model using partial least squares structural equation modelling (PLS-SEM) on survey data from 252 employees across Ireland, Finland, and Sweden. This method allowed us to capture subjective employee perceptions of organizational support for BA in organizations and its effect on their continuance intentions. The results provide compelling evidence that POS, through technical support from IS teams and top management support, significantly influences employees' perceptions of the compatibility and usefulness of BA tools, which drive continuance intentions.

The findings provide valuable insights for organizations seeking to leverage data-driven technologies for long-term success. They specifically contribute to research and practice by elucidating the critical role of POS in sustaining the use of BA tools in organizational settings. This study contributes to current theory by extending OST beyond top management support and reinforcing the relevance of technology adoption models in understanding technology continuance. Practically, it provides actionable insights for organizations aiming to leverage data-driven technologies for sustained competitive advantage. Future research should explore longitudinal effects and consider additional contextual factors that may influence the sustained use of BA tools.

The rest of the paper is structured as follows: the next section reviews existing literature, identifying gaps this study addresses. The theoretical background section then introduces key theories and constructs. Hypotheses are justified on the basis of these theories. Next, the research design and methods section details the study's design, data sources, and analysis techniques. Results are then presented, followed by a discussion interpreting the findings and their implications. The paper concludes by summarizing key contributions and suggesting future research directions.

LITERATURE REVIEW

BA has become a cornerstone for modern organizations aiming to leverage data for strategic decision-making (Abubakar et al., 2025). Integrating BA tools into their business processes allows them to gain insights, improve efficiency, and maintain competitive advantage (Bayraktar et al., 2023; Chatterjee et al., 2024; Silva et al., 2021). Parallel to this technological advancement is the concept of POS, which pertains to employees' beliefs regarding how much their organization values their contributions and cares about their well-being (Eisenberger et al., 1986). Previous studies have linked POS to positive organizational outcomes, including job satisfaction, commitment, and performance (Chen & Corritore, 2008; Kurtessis et al., 2017; Rhoades & Eisenberger, 2002). They have also explored how POS influences the adoption of new technologies within organizations. In BA contexts, POS is often associated with the BA capabilities of firms and users' perception of net benefits and their satisfaction with BA practices (Kulkarni & Robles-Flores, 2013). Meanwhile, the lack of POS has commonly been cited as a barrier to the widespread adoption of BA tools (Carroll et al., 2014; Raut et al., 2021).

Extant literature has mainly focused on top management support, highlighting it as a critical determinant of BA adoption (Shafique et al., 2024). Top management support strongly influences digital-enabled task performance, highlighting the importance of transformational supervisory leadership on employee performance in BA contexts (Shao et al., 2024; Wee et al., 2023). It is perceived as an enabling resource for value creation through BA initiatives because the perceived benefits of BA require top management support for successful implementation (Al-Harazneh & Sila, 2021; Ali & Essien, 2023; Chen et al., 2015; El-Haddadeh et al., 2021). Top management support facilitates better utilization of BA in decision making and thus enhances high-value business performance (Orjatsalo et al., 2025; Popovič et al., 2018).

Regarding its influence on BA adoption, top management support and data-driven culture significantly influence firms' intentions to adopt BA (Alsadi et al., 2021). Alongside perceived benefits, they are the powerful drivers of a firm's intentions to adopt BA, especially in the private sector (Waqar & Paracha, 2023). Top management support also moderates the association between the regulatory environment and BA adoption intentions (Iranmanesh et al., 2023). It has often been researched alongside technological factors to understand BA adoption in organizations and has been shown to mediate the effects of technological and organizational factors on BA adoption, including compatibility, competitiveness, and organizational readiness (Maroufkhani et al., 2023; Shafique et al., 2024).

In human resource analytics contexts, relative advantage and top management support significantly impact the adoption of human resource analytics. Information technology (IT) infrastructure and human resource capabilities also play essential roles (Ioakeimidou et al., 2024). In small and medium-sized enterprises, the most relevant factors alongside top management support include training, relative advantage, IT infrastructure, security, compatibility, complexity, adaptability, government IT policies, competency, collaboration, digital transformation tools, and decision quality (Aldossari et al., 2023; Maroufkhani et al., 2020; Park & Kim, 2021). In manufacturing and service companies, technology complexity, perceived relative advantage, IT infrastructure and capabilities, normative pressure, and mimetic pressure are significant determinants of BA adoption alongside top management (Thanabalan et al., 2024; Yadegaridehkordi et al., 2020). Irrespective of context, top management support for BA and perceived data quality predict an organization's BA culture (Szukits & Móricz, 2023). The BA maturity of a firm can be measured via the extent of BA integration and management support for such initiatives (Chen & Nath, 2018). Top management support increases organizational analytics maturity (Ioakeimidou et al., 2024).

Despite the recognized importance of POS in BA adoption, existing literature has focused predominantly on its role in initial adoption and neglected the ongoing support required to sustain BA initiatives. Furthermore, studies have mainly researched POS's top management support dimension,

overlooking the role of technical support teams directly interacting with employees expected to continue using BA for their jobs. Nevertheless, understanding how technical support teams affect BA continuance is essential. The few studies on BA continuance highlight perceived usefulness and technological compatibility as the most salient factors that affect BA continuance intentions in agile IS development projects (Ahmad et al., 2022; Bawack & Ahmad, 2021). No study investigates the role of POS in the BA continuance process. This study addresses this gap by examining the relationship between POS (including top management and technical support) and BA continuance. The ultimate goal of this research is to contribute theoretical knowledge and practical insights for IS managers like chief information officers and chief technical officers to enhance the long-term effectiveness of these BA systems through their organizational support strategies.

THEORETICAL BACKGROUND

We primarily draw from OST to understand the impact of POS on BA continuance. The theory examines how employees' perceptions of organizational support affect their attitudes and behaviors. Additionally, we reference IS continuance research, which focuses on the determinants of continued use of IS post-adoption.

OST

OST adopts a social exchange interpretation of employee-employer relationships whereby employees trade work effort and loyalty to the organization for tangible benefits (e.g., promotion, bonuses) and socioemotional benefits (e.g., esteem, approval; Eisenberger et al., 1986). The underlying assumption of this theory is that employees will be more attached to their organizations and make greater efforts to support the organization in achieving its strategic goals if they know that they will be rewarded for their actions (Eisenberger et al., 1986; Kurtessis et al., 2017; Rhoades & Eisenberger, 2002). Employee perceptions of the extent to which the organization values their contributions and cares about their well-being are influenced by the organization’s commitment to the employee (Eisenberger et al., 1986). Thus, POS is essentially the central concept used to operationalize OST. POS is influenced by organizational policies, practices, and decisions that indicate the organization's concern for employee well-being and appreciation of effort (Eisenberger et al., 1990, 2001).

POS refers to “beliefs concerning the extent to which the organization values their contribution and cares about their well-being” (Eisenberger et al., 1986, p.501). Essentially, it refers to any organizational effort to show employees that the organization is committed to them, indicating hope that employees will perceive this effort and, in return, will be dedicated to the organization and increase their efforts towards meeting organizational goals (Eisenberger et al., 1986). POS has been used to operationalize OST in several studies on the effect of organizational support on employee technology adoption. Such studies have revealed different ways organizational support affects technology adoption in relation to elements like employee psychological well-being and performance (Chen et al., 2023; Sabir et al., 2022; Zahoor et al., 2022). The consensus of previous studies is that employees are more willing to push their limits for the organization if they perceive a social exchange relationship and view work-related challenges as an opportunity for self-enhancement. Such research evidence justifies the ability of OST to provide insights into how employees would perceive organizational support for BA capabilities and how it would affect their BA continuance intentions.

The adoption of BA tools is seen as crucial for organizations aiming to leverage data for strategic decision making. Therefore, there is a need to understand how ongoing organizational support affects the long-term utilization of BA tools and their integration into daily operations. Despite extensive research on the positive impacts of POS, its specific influence on the continuance of BA in organizations remains underexplored. One can argue that BA systems' dynamic and evolving nature necessitates ongoing support from top managers, but even more from technical support teams who ensure the functional continuity of BA tools for business operations. This nuance has not been sufficiently

addressed in OST literature. Additionally, the potential mediating effects of technological factors between POS and BA continuance are overlooked. Yet one can argue that significant organizational support is needed for BA tools to be effective and influence employee intentions to continue their use.

Nevertheless, OST is an appropriate theoretical foundation for this study because it provides a theoretically justified lens to understand how employee perception of the organization's commitment to them affects their behavior. Specifically, OST offers theoretical grounding for our argument that employees who contribute to the BA capabilities of their organizations through their jobs will be more attached to the latter and be more dedicated to leveraging BA to achieve their strategic goals if they feel that their contributions to this end are recognized. In OST, "organizational support cues" refers to features that allow employees to identify organizational support and commitment elements. Generally, employees perceive organizational support through policies, practices, and decisions designed to promote a specific behavior. Therefore, employees can perceive organizational support differently, including through top management support and technical support from dedicated IS teams.

IS Continuance Research

IS continuance can be defined as the continued use of an IT system after its initial adoption (Bhattacherjee, 2001). The most popular IS continuance theoretical model highlights that users' continuance intention is determined by their satisfaction with their current IS use and the perceived usefulness of continued IS use (Bhattacherjee, 2001). Other technology acceptance theories like the technology acceptance model (Davis, 1989), the unified theory of acceptance and use of technology (Venkatesh et al., 2003), and the diffusion of innovations (DoI) theory (Rogers, 2003) have provided frameworks for understanding the factors that influence the initial acceptance and use of new technologies. While these models offer insights into initial adoption, they do not adequately address the factors influencing long-term usage and continuance of technology. Using them to understand continuance requires critically analyzing the technology and context investigated.

DoI is a particularly robust theoretical lens for understanding the adoption and diffusion of technology by organizations or society (Rogers, 1985; Weigel et al., 2014). Rogers (2003) perceived the concept of diffusion as the process in which innovation is communicated through specific channels among the members of an organization or the social system over a period of time. In the context of the current research, DoI presents the process of BA as an innovation being disseminated to provide an organization with knowledge of this innovation (Kava et al., 2021). This theory describes an innovation-decision process comprising knowledge, persuasion, decision, implementation, and confirmation. Rogers (2003) argued that an individual is involved more emotionally with innovation during persuasion. This paper aims to examine employees' BA continuance intention. Therefore, it touches upon the persuasion stage of the innovation-decision process because in this stage employees have been using this technological capability for some time. The persuasion stage is specifically interesting in pursuing this research as it involves five essential attributes of organizations' perceptions of innovation, including relative advantage, compatibility, trialability, observability and complexity.

Prior studies have suggested that usefulness and relative advantage are similar (Davis, 1989; Moore & Benbasat, 1991). This research will adopt perceived usefulness in place of relative advantage. Through this concept, we intend to highlight the degree to which an employee perceives to gain an operational or strategic advantage from using BA rather than examining BA as innovation. This concept also aligns with the perceived usefulness construct depicted in the IS continuance model as critical for continued IS use (Bhattacherjee, 2001). The other DoI constructs, such as trialability and observability, are not considered relevant for this research because the employees use BA investigated. Hence, it did not require any further trial or observation to understand its adoption intention. Additionally, complexity is not an issue as the employees are already aware of this technological capability in the organization. Therefore, we only retain compatibility as it is important to understand to what level the implementation of BA is perceived as consistent with organizational values, needs, and experience (Moore & Benbasat, 1991). As a result, it makes sense that only two constructs, i.e.,

perceived usefulness (as a surrogate of relative advantage) and compatibility, are considered relevant for understanding BA continuance.

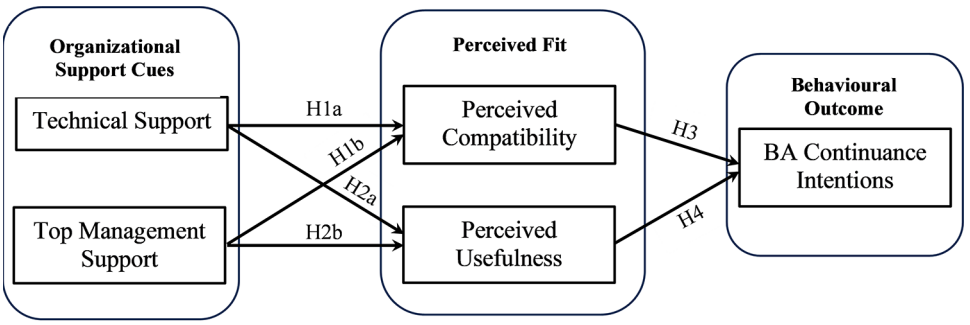
Since initial adoption does not guarantee long-term use, and various factors, including support mechanisms, play a critical role in ensuring BA continuance, it is essential to extend the relevant adoption factors (perceived usefulness and compatibility) to incorporate elements of organizational support to understand sustained engagement with BA tools in organizations.

Proposed Research Model and Hypotheses Development

We draw primarily from OST to explain how employees' perceptions of organizational support—operationalized through top management support and technical support—influence their ongoing engagement with BA. OST suggests that when employees perceive strong organizational support, they are more likely to align their behaviors with organizational goals. In the context of BA, this support fosters favorable perceptions of compatibility (alignment with work needs and values) and usefulness (strategic and operational value), both of which are key determinants of continuance intention as established in IS continuance literature (Bhattacherjee, 2001). By integrating OST with IS continuance literature and key innovation attributes from the DoI framework (Rogers, 2003), our model captures how organizational support cues shape employees' perceptions, reinforcing their intention to continue using BA tools.

A rationale for choosing OST as the foundational theory for the proposed research model lies in its core premise that employees reciprocate organizational support with increased commitment and effort toward organizational goals. Since continuance intention to use BA tools depends heavily on employees' sustained engagement, OST offers a suitable lens to understand how perceptions of support—particularly from top management and technical teams—influence such behavior. On the basis of the above discussion, we propose the research model illustrated in Figure 1.

Figure 1. Proposed research model



Note. This model is adapted from Eisenberger et al., 1986, and Rogers, 2003.

The Influence of Technical Support on Perceived Compatibility

"Perceived compatibility" refers to the degree to which BA is perceived as consistent with the existing values, past experiences, and needs of potential adopters (Rogers, 2003). Meanwhile, "technical support" refers to the IS department's ability to support the functional continuity of BA systems (Furneaux and Wade, 2011). IS teams, through technical support, play a critical role in helping employees understand and integrate new technologies into their existing workflows. When employees receive adequate technical support, they are more likely to perceive the new system as compatible with their job requirements and existing processes (Chau & Tam, 1997; Jasperson et al., 2005). This compatibility perception is essential for the successful adoption and continued use of BA tools. Prior research on technology adoption models, such as DoI, has also emphasized the

importance of perceived compatibility in user acceptance of technology (Rogers, 2003). Therefore, it is reasonable to propose

Hypothesis 1a (H1a): Technical support positively influences employees' perceptions of compatibility with BA tools.

The Influence of Top Management Support on Perceived Compatibility

"Top management support" refers to how senior managers in an organization understand and appreciate the technological capabilities of BA systems and support their use by employees (Chen et al., 2015). This element is crucial for fostering an organizational climate that encourages the use of new technologies. When top management actively supports IT initiatives, it signals to employees that the organization values and prioritizes their use of these tools (Beath, 1991; Jarvenpaa & Ives, 1991). This support can help align the BA system with the organization's strategic goals and employees' work practices, enhancing perceived compatibility. OST suggests that employees are more likely to perceive BA systems as compatible when they receive clear and consistent support from top management (Maroufkhani et al., 2023; Shafique et al., 2024). Therefore, we propose

Hypothesis 1b (H1b): Top management support positively influences employees' perceived compatibility with BA tools.

The Influence of Technical Support on Perceived Usefulness

"Perceived usefulness" refers to the degree to which employees believe using a particular BA system would enhance their job performance (Davis, 1989). It is a key determinant of technology acceptance and continuance (Bhattacherjee, 2001; Baudier et al., 2020; Davis, 1989). We argue that the more employees perceive that they have access to technical support regarding the BA system adopted by the organization, the more likely they are to perceive the BA system as useful and vice versa. Technical support from IS teams helps employees understand how to effectively use BA tools, which can enhance their perceptions of the tool's usefulness. When technical support addresses users' concerns and provides training and assistance, employees are more likely to recognize the practical benefits of the BA tools in improving their job performance. This is consistent with the findings of technology adoption research, which highlights the role of technical support in shaping perceived usefulness (Heart et al., 2021; Nacarelli & Gefen, 2021). However, if employees do not expect to receive sufficient technical support after adopting BA, they may feel abandoned and unnecessarily exposed to the risk of losing operational efficiency and declining in their job performance (Falola et al., 2020; Ng et al., 2022). Therefore, we propose

Hypothesis 2a (H2a): Technical support positively influences employees' perceived usefulness of BA tools.

The Influence of Top Management Support on Perceived Usefulness

Top management support can significantly influence employees' perceptions of the usefulness of BA tools. When top management champions the use of these tools and integrates them into the organization's strategic objectives, employees are more likely to see their value and relevance (Ali & Essien, 2023; Chen et al., 2015; El-Haddadeh et al., 2021). OST posits that POS, including from top management, enhances employees' overall attitudes toward organizational initiatives (Rhoades & Eisenberger, 2002). Therefore, strong support from top management can positively impact employees'

perceived usefulness of BA tools. However, if employees perceive less top management support, they will interpret using BA as less valuable for their job performance. Thus, we propose

Hypothesis 2b (H2b): Top management support positively influences employees' perceived usefulness of BA tools.

The Influence of Perceived Compatibility on BA Continuance Intentions

"Perceived compatibility" refers to the degree to which an innovation is perceived as consistent with the existing values, past experiences, and needs of potential adopters (Rogers, 2003). "BA continuance" refers to the extent to which an employee intends to continue using a particular BA system (Bhattacherjee, 2001). The extant literature highlights perceived compatibility as an important determinant of technology continuance in organizations (Ghasemaghaei et al., 2017; Lin, 2016). Perceived compatibility with existing systems, values, processes, and skillsets determines the smooth functioning of technology and, therefore, strongly influences employees' intentions to continue using a given technology (Azman et al., 2021; Wang, 2022). Employees who perceive BA tools as compatible with their work processes are likelier to continue using them. Therefore, organizations can enhance continuance intentions by ensuring that BA tools align well with users' workflows. Therefore, we propose

Hypothesis 3 (H3): Perceived compatibility positively influences employees' BA continuance intentions.

The Influence of Perceived Usefulness on BA Continuance Intentions

Perceived usefulness is one of the most critical determinants of technology continuance intentions because employees who perceive technology as one that can improve their job performance have a greater continuance intention than those who perceive it as less necessary for their jobs (Bhattacherjee, 2001; Mengesha & Garfield, 2019). This is consistent with the findings of the expectation-confirmation model (ECM), which highlights perceived usefulness as a key predictor of continued technology use (Bhattacherjee, 2001). Therefore, ensuring that employees recognize BA tools' practical benefits is essential for fostering long-term engagement and utilization. However, if employees do not perceive BA as useful, they may discontinue its use to avoid risking losing operational efficiency. Hence, we propose

Hypothesis 4 (H4): Perceived usefulness positively influences employees' BA continuance intentions.

RESEARCH DESIGN AND METHOD

This study adopts a cross-sectional research design to investigate the impact of POS on BA continuance. A survey methodology is employed to collect quantitative data from employees who use BA tools within their organizations. The study aims to test the hypotheses using PLS-SEM.

Data Collection

An online questionnaire was used as the data collection instrument because it provided a systematic method for collecting data from a large, dispersed sample to perform the quantitative analyses needed to understand a given population or phenomenon (Groves et al., 2010). The questionnaire included questions from well-established measurement scales (see Table 2) designed to measure technical

support, top management support, perceived compatibility, perceived usefulness, and continuance intentions regarding BA tools. The survey was developed using a seven-point Likert scale except for the portion regarding top management, for which we used a 7-point semantic differential scale (ranging from "not at all" to "completely"). A pilot test was conducted to ensure the reliability and validity of the survey instrument, which was validated by 20 individuals from the target population. Data for this study was sourced from employees across various industries based in Ireland, Finland, and Sweden who utilize BA tools as part of their job functions.

Participants were recruited through professional networks and industry associations dedicated to BA and from data management professionals. The recommended sample size was calculated using G*Power Version 3.1.9.7 software (Erdfelder et al., 2009). We conducted an F-test *a priori* power analysis with an effect size of 0.04 and an error probability of 0.05. This calculation resulted in a recommended total sample size of 130 respondents. The survey was emailed to potential respondents between August and October 2021. By the end of the data collection phase, 306 responses were obtained. After we used attention checks to filter inconsistent responses, 252 responses were validated for data analysis; thus the response rate was 82.35%. There were no responses with missing data since we defined this constraint when conceiving the e-survey. Harman's single-factor test was applied to the final dataset as a statistical measure with the help of the SPSS software package to ensure that the procedural measures taken to minimize common method bias were effective (MacKenzie & Podsakoff, 2012). The test yielded a variance of 37.8%. This variance is below the 50% threshold, indicating no threat of common method bias, validating our final dataset for further analysis. The characteristics of the sample and respondents are listed in Table 1.

Table 1. Characteristics of the sample and respondents

Demographic Characteristic	Sample (N=252)	Proportion (%)
Place of Work		
Sweden	82	32.54
Finland	71	28.17
Ireland	99	39.29
Industry Type		
IT & software solutions	162	64.29
Public services	41	16.27
Bank and financial	21	8.33
Consumer goods	18	7.14
Manufacturing	10	3.97
Experience in Project-Based Work		
<=1 year	57	22.62
2-4 years	122	48.41
>=5 years	73	28.97
Experience With BA		
<=1 year	72	28.57
2-4 years	150	59.52
>=5 years	30	11.90

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Table 1. Continued

Demographic Characteristic	Sample (N=252)	Proportion (%)
Respondent's Position		
Management	93	36.90
Technical project team member	78	30.95
Non-technical project team member	54	21.43
Consultant	27	10.71
Project Size (No. of Employees)		
1-50	169	67.06
51 to 100	38	15.08
>100	45	17.86

Data Analysis

PLS-SEM is a well-established data analysis approach in IS research. However, its extensive (mis)use and poor reporting have been the subject of several debates regarding how it should be used for research in the field (Venable, 2023). We believe it is relevant for this research because it is exploratory and seeks to adopt a causal-predictive approach to developing theoretical and practical insights into BA continuance intention (Hair et al., 2024; Lowry & Gaskin, 2014). We adopted the step-by-step, two-stage approach to implementing PLS-SEM proposed by Sarstedt et al. (2021) because it provides a systematic approach to implementing PLS-SEM. We adopted this approach because it is important to follow a systematic structural equation modeling approach irrespective of the estimation technique used (Schuberth et al., 2023). However, on the basis of recent developments in partial least squares (PLS) research, we enriched the steps and procedures and aligned with the best practices recommended by Evermann & Rönkkö (2023a). In the following discussion, we explain our methodology and related decisions in light of the above documents. For example, we utilized a consistent PLS approach since our model includes only reflective constructs. This method adjusts the correlations of reflective constructs to align the results with a factor model (Evermann & Rönkkö, 2023a; Ringle et al., 2024).

Stage 1 of Sarstedt et al.'s (2021) approach involves assessing the reflective measurement model. Accordingly, outer loadings above 0.708 but below 0.950 demonstrate that the indicator (or item) has satisfactory reliability levels. Constructs with Cronbach's Alpha and composite reliability values between 0.70 and 0.95 demonstrate internal consistency reliability, even though values above 0.60 are acceptable in exploratory research. Average variance extracted (AVE) values of at least 0.50 indicate convergent validity. Recent developments in PLS confirm and encourage the use of the heterotrait–monotrait (HTMT) ratio of correlations to determine discriminant validity due to its higher sensitivity and specificity, clear thresholds, bias correction, simplicity, empirical support, and theoretical justification (Evermann & Rönkkö, 2023a). They also encourage using the geodesic (d_g) distance metric to establish adequate model fit prior to interpreting path estimates or assessing the structural model (Evermann & Rönkkö, 2023a).

Stage 2 of Sarstedt et al.'s (2021) approach involves assessing the structural model. Thus, one should ensure that all variance inflator factor (VIF) values are conservatively below 3 to indicate the absence of collinearity among the set of predictor constructs; a value above 5 shows strong collinearity. Path coefficients and their significance should also be determined. Recent developments in PLS recommend using percentile bootstrapping for statistical inference rather than t-tests, in which case bootstrap estimates should be examined for any severely non-normal distribution (Evermann & Rönkkö, 2023a). We implemented this recommendation by running 10,000 sub-samples, applying the

percentile bootstrap, two-tailed at a 0.05 significance level, and inspected the histogram of bootstraps replications (Aguirre-Urreta & Rönkkö, 2018). Furthermore, recent developments recommend always comparing the PLS results with those from alternative methods (Evermann & Rönkkö, 2023b). Multiple linear regressions provided similar results with no meaningful differences. Therefore, we continued to evaluate our model with PLS-SEM for simplicity in understanding the complex model. Sarstedt et al. (2021) recommend using R^2 to measure the model's explanatory power, with 0.75, 0.50, and 0.25 considered substantial, moderate, and weak, respectively. In line with recent developments in PLS, we did not use it to highlight predictivity but to highlight the model's explanatory power (Evermann & Rönkkö, 2023a). Also, we reported that Q^2 values are all positive since this study aims to predict BA continuance intention by employees in organizations (Evermann & Rönkkö, 2023a). This study does not have different configurations resulting from different theories or research contexts. Therefore, there is no need for model comparisons. SmartPLS 4.1.0.6 (Ringle et al., 2024) was the main software used for the PLS-SEM analysis.

RESULTS

Measurement Model Results

Table 2 reports the indicator reliability, internal consistency reliability, and convergent validity results. All item loadings are above the 0.708 threshold, demonstrating indicator reliability. Cronbach's alpha and composite reliability values all range between 0.70 and 0.95, demonstrating internal consistency reliability. All AVEs are above 0.50, demonstrating convergent validity.

Table 2. Measurement model results

Construct reliability and validity results	Item loadings	VIF
Business analytics continuance intentions: α 0.871, ρ_a 0.872, ρ_c 0.871, AVE 0.693 *The extent to which a user intends to continue using BA* (Bhattacherjee, 2001).		
I intend to continue using BA rather than discontinue its use.	0.813	2.486
I intend to continue using BA rather than any alternative means.	0.858	2.444
I would like to continue my use of BA.	0.826	2.103
Perceived usefulness: α 0.895, ρ_a 0.896, ρ_c 0.895, AVE 0.680 *The extent to which an employee expects to gain an operational or strategic advantage from using BA* (Bhattacherjee, 2001).		
Using BA improves my job performance.	0.843	1.717
Using BA increases my job productivity.	0.784	2.613
Using BA enhances my effectiveness in my job.	0.823	3.576
Overall, BA is used in my job.	0.848	3.650
Technical support: α 0.890, ρ_a 0.892, ρ_c 0.891, AVE 0.731 *The extent to which IS teams provide support to ensure the functional continuity of BA tools* (Furneaux and Wade, 2011).		
Support for BA use is readily available.	0.859	2.487
I do not encounter difficulties obtaining the support services I need to use BA.	0.815	2.559
I can easily obtain the support resources necessary to continue using BA.	0.889	2.857

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Table 2. Continued

Construct reliability and validity results	Item loadings	VIF
Perceived compatibility: α 0.849, ρ_a 0.855, ρ_c 0.851, AVE 0.656 *The extent to which a BA consistently aligns with an employee's needs, values, and past experiences* (Chen et al., 2015).		
Using BA is consistent with our business practices.	0.861	2.218
Using BA fits our organizational culture.	0.829	2.433
Overall, it is easy to incorporate BA into our agile ISD practices.	0.735	1.809
Top management support: α 0.916, ρ_a 0.925, ρ_c 0.916, AVE 0.786 *The extent to which top managers understand, appreciate, and support the use of BA by an employee* (Chen et al., 2015).		
To what extent does top management promote using BA in your project?	0.991	2.998
To what extent does top management create support for BA initiatives within your project?	0.829	3.661
To what extent has top management promoted BA as a strategic priority within your organization?	0.829	3.146

[Note: AVE: Average Variance Extracted, BA: Business Analytics, ISD: Information Systems Development, VIF: Variance Inflation Factor]

Table 3 reports the HTMT ratio between the constructs. All values are below 0.85, demonstrating discriminant validity. It confirms that the constructs are conceptually different from each other. The estimated d_g distance metric score is 0.582. This means that approximately 58.2% of the original d_g distances are preserved, which is an acceptable level of preservation when compared with previous research (e.g., Klesel et al., 2019). On the basis of recent developments (Evermann & Rönkkö, 2023b), we altered the model with "incorrect" relationships to see if the d_g score changed. It changed each time, dropping to an average of 0.430, meaning the result was not stagnant, thus inspiring trust.

Table 3. Discriminant validity based on the heterotrait–monotrait (HTMT) ratio

	1	2	3	4	5
1. Business analytics continuance intentions					
2. Perceived compatibility	0.808				
3. Perceived usefulness	0.837	0.831			
4. Technical support	0.573	0.695	0.648		
5. Top management support	0.470	0.601	0.479	0.621	

Structural Model Results

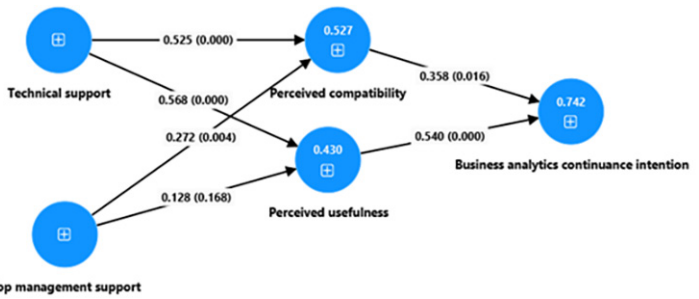
All VIF values range between 1.717 and 3.661, suggesting that collinearity issues are between absent and acceptable levels (Table 2). The percentile bootstrapping results revealed the path coefficients and their significance levels (Table 4). An inspection of over 1,000 replications of the bootstrapping procedure showed no severe non-normal distribution in their histograms, attesting to the stability and reliability of the results.

Table 4. Results of structural model evaluations

Hypothesis	Path coefficient	P Value	Hypothesis supported?
H1a: Technical support → Perceived compatibility	0.449	<0.001	Yes
H1b: Top management support → Perceived compatibility	0.272	0.004	Yes
H2a: Technical support → Perceived usefulness	0.568	<0.001	Yes
H2b: Top management support → Perceived usefulness	0.128	0.168	No
H3: Perceived compatibility → BA continuance intentions	0.358	0.016	Yes
H4: Perceived usefulness → BA continuance intentions	0.540	<0.001	Yes
Mediation analysis			
Top management support → Perceived compatibility → BA continuance intentions	0.097	0.070	
Technical support → Perceived usefulness → BA continuance intentions	0.069	0.212	
Top management support → Perceived usefulness → BA continuance intentions	0.081	0.046	
Technical support → Perceived compatibility → BA continuance intentions	0.188	0.026	

Figure 2 summarizes the PLS path analysis results and explains the R^2 values of all variables. The model explains 74.2 percent of BA continuance intention, 52.7 percent of perceived compatibility, and 43 percent of perceived usefulness, thus moderately explaining the variance in the variables.

Figure 2. Structural model



*Note. Significance level ***p<0.001, **p<0.01, *p<0.05]*

Table 5 presents the PLSpredict results that help evaluate the model's predictive capabilities by comparing its predictive performance against two naïve benchmarks. The algorithm was run with 10 folds and 10 repetitions. The Q^2 values are all positive, suggesting that the prediction error of the PLS-SEM results is smaller than the prediction error of simply using the mean values. In other words, all positive Q^2 values indicate that the model has predictive relevance. Specifically, this means that the PLS-SEM model produces smaller prediction errors compared to a model that only uses the average values of the dependent variables. Therefore, our model offers meaningful predictions beyond what could be expected by chance or from basic averages.

Table 5. PLSpredict results

	Q^2predict	PLS-SEM_RMSE	PLS-SEM_MAE	LM_RMSE	LM_MAE	IA_RMSE	IA_MAE
BACI1	0.232	1.388	1.040	1.409	1.036	1.583	1.239
BACI2	0.229	1.259	0.940	1.286	0.956	1.433	1.116
BACI3	0.180	1.312	1.018	1.309	1.024	1.450	1.142
PECOM1	0.340	1.159	0.894	1.180	0.914	1.426	1.096
PECOM2	0.349	1.200	0.925	1.216	0.931	1.487	1.186
PECOM3	0.241	1.355	1.038	1.380	1.070	1.555	1.273
PU1	0.208	1.396	1.061	1.410	1.053	1.568	1.259
PU2	0.251	1.408	1.076	1.402	1.049	1.627	1.31
PU3	0.307	1.183	0.948	1.188	0.945	1.421	1.133
PU4	0.253	1.200	0.916	1.200	0.916	1.388	1.114

Note. PLS-SEM_RMSE: Partial Least Squares Structural Equation Modeling
Root Mean Square Error; PLS-SEM_MAE: Partial Least Squares Structural Equation Modeling Mean Absolute Error; LM_RMSE: Linear Model Root Mean Square Error; LM_MAE: Linear Model Mean Absolute Error; IA_RMSE: Indicator Average Root Mean Square Error; IA_MAE: Indicator Average Mean Absolute Error

DISCUSSION

This study focuses on the impact of POS on the continuance intentions for BA tools. Despite extensive research on technology adoption, there is a notable gap in understanding the factors that influence the sustained use of BA tools post-adoption. By addressing this tension, this study aims to provide insights into how strategic (top management) and operational (technical) support mechanisms affect employees' perceptions of the compatibility and usefulness of BA tools and their continuance intentions. Thus, a research model was proposed, and related hypotheses were tested using PLS-SEM. The results of this study provide strong empirical support for most of the proposed hypotheses, demonstrating the significant impact of POS on BA continuance intentions. Below, we discuss the findings in detail, their theoretical implications and practical significance.

One main finding of this study is that perceived usefulness significantly impacts employees' continuance intentions for BA tools. This finding extends prior research by confirming that the sustained use of technology is heavily influenced by its perceived utility in improving job performance, as suggested by the ECM of IS continuance (Bhattacherjee, 2001). It underscores organizations' need to ensure that BA tools are perceived as valuable and effective in meeting employees' needs, thereby fostering long-term engagement and utilization. Also, perceived compatibility significantly affects BA continuance intentions, confirming that when BA tools fit well with employees' workflows, they are more likely to continue using them. This finding extends extant literature by providing evidence that compatibility is relevant not just at the initial adoption stage (Aldossari et al., 2023; Maroufkhani et al., 2020; Park & Kim, 2021) but also throughout the BA system's usage in organizations.

Regarding POS, technical support significantly affects BA tools' perceived compatibility and usefulness. This finding highlights the critical role of technical support in helping employees integrate these tools into their workflows and recognize their practical benefits. Also, top management support significantly influences perceived compatibility, albeit to a lesser extent than technical support. However, unlike technical support, top management support does not significantly affect perceived usefulness. Nevertheless, perceived usefulness mediates the effects of top management support on BA continuance intention. These findings suggest that top management support helps employees see BA tools as compatible with organizational goals and culture, but it has less impact than technical

support. Technical support directly affects the tools' perceived fit within existing workflows and their usefulness by ensuring employees can effectively use them. Therefore, while top management backing is important for alignment, technical support is crucial for integration and practical benefits.

Theoretical Implications

This study extends OST by demonstrating that POS should not be limited to top management support. Traditionally, OST emphasizes the role of top management in providing the necessary support for technology adoption and utilization within organizations (Eisenberger et al., 1986). However, our findings suggest that while top management support is essential for the initial adoption of BA tools, technical support from IS teams plays a more critical role in ensuring their continuance. Technical support directly influences employees' perceptions of the tools' compatibility with their work processes and usefulness in improving job performance. This highlights the need for a broader conceptualization of POS, including managerial/strategic and technical/operational support aspects. It also underscores the importance of IS teams in facilitating the continued use of technology by addressing technical challenges and enhancing user experiences (Pauleen & Yoong, 2001).

Furthermore, the results confirm the relevance of technology adoption models in understanding the factors that drive the sustained use of technology beyond initial adoption. Specifically, the significant roles of perceived compatibility and usefulness align with the DoI (Rogers, 2003) and the ECM of IS continuance (Bhattacherjee, 2001). By integrating insights from OST and technology adoption models, this study provides a more nuanced understanding of the factors that influence the continuance of BA tools. It highlights the interplay between different dimensions of organizational support and individual perceptions of technology attributes, offering a more nuanced perspective on technology continuance. This integrated approach can be valuable for future research exploring the long-term use of various organizational technologies.

In addition to extending OST and validating constructs from IS continuance models, this study also addresses a critical gap in the literature regarding the long-term use of BA tools, which has received comparatively less attention than initial adoption. By focusing specifically on the post-adoption phase, the research contributes to a deeper theoretical understanding of how organizational support mechanisms evolve in their influence over time. Furthermore, the study introduces a differentiated view of support types, distinguishing their distinct effects on perceived usefulness and compatibility—an important nuance that has not been adequately theorized in prior OST or IS research. This differentiation enriches existing theories by acknowledging that not all forms of organizational support exert influence through the same pathways, thereby advancing theory development around support-driven continuance behavior in complex technological environments.

Practical Implications

For IS managers and organizational leaders, the findings highlight the importance of providing robust technical support and securing top management backing to enhance employees' perceptions of the compatibility and usefulness of BA tools. Organizations should invest in training and support systems to ensure employees can effectively integrate BA tools into their workflows. Moreover, demonstrating management's commitment to these tools can foster a supportive environment that encourages their continued use. IS managers should particularly focus on enhancing the perceived usefulness of BA tools. This can be achieved through comprehensive training programs, showcasing success stories, and providing ongoing support to demonstrate the tools' effectiveness in improving job performance. Ensuring employees see clear, tangible benefits from using BA tools could encourage continued use. Additionally, IS managers should invest in robust technical support teams to assist employees in effectively utilizing BA tools. This includes providing accessible help desks, regular training sessions, and user-friendly documentation. Meanwhile, top management should actively promote and endorse the use of BA tools to create a supportive organizational climate that values data-driven decision-making.

Beyond emphasizing support structures, this study draws attention to the need for organizations to continuously monitor and adapt their BA support strategies as employee needs and tool functionalities evolve. Practical implementation should include feedback loops such as user surveys and performance analytics to gauge the evolving perceptions of usefulness and compatibility. Moreover, organizations must consider the interdepartmental collaboration necessary for effective BA tool utilization, encouraging synergy between IT teams, analysts, and end-users. Such collaboration not only enhances usability but also builds a shared sense of purpose and ownership, which can sustain motivation and engagement over time. Lastly, the study suggests that investing in user experience design for BA interfaces can improve perceived compatibility, reinforcing the practical value of BA tools in everyday workflows.

Limitations and Future Research Directions

This study has some limitations. First, the cross-sectional design limits the ability to infer causality. Second, the diverse sample may not fully represent all industries or organizational contexts, affecting the generalizability of the findings. Additionally, self-reported data may be subject to biases, such as social desirability bias. Therefore, future research should consider longitudinal studies to examine the long-term effects of perceived strategic and operational organizational support on BA continuance intentions. Exploring additional contextual factors, such as organizational culture or individual differences, could provide a more nuanced understanding of the dynamics at play. While this study has collected data from multiple countries, future research could further enrich the findings by conducting comparative studies across a broader range of regional, cultural, or organizational contexts. Such studies would help explore potential variations in the influence of organizational support on BA continuance and provide deeper insights into how contextual factors may shape employees' perceptions and behaviors. Finally, we acknowledge the limitations of the PLS-SEM approach, particularly its bias in estimating regression coefficients due to measurement errors in independent variables. Despite this bias, several IS studies have demonstrated its ability to provide good estimates even with small samples compared to alternative methods and provided recommendations regarding how to make the most of the technique, which this study adopts (Evermann & Rönkkö, 2023a; Goodhue et al., 2023; Rönkkö & Evermann, 2013). This aspect, in addition to the approach's relative simplicity, explains why we chose to adopt it in this study.

CONCLUSIONS

This study explored the impact of POS on employees' intentions to continue using BA tools. By integrating OST and technology adoption models, our research aimed to create a new perspective on how technical support from IS teams and top management support jointly influence perceived compatibility, usefulness, and BA continuance intentions. Using PLS-SEM, we analyzed the relationships among these variables and uncovered several significant findings. First, we demonstrated that POS extends beyond top management support to include technical support, highlighting the critical role of IS teams in facilitating the sustained use of BA tools. Second, we confirmed the relevance of perceived compatibility and usefulness as crucial determinants of technology continuance, aligning with the DoI theory and the ECM of IS continuance. Third, we provided empirical evidence of the mediation effects of perceived compatibility and usefulness in the relationship between organizational support cues and BA continuance intentions. Therefore, understanding BA continuance intentions through the dual lens of OST and technology adoption models is a main contribution of this study. By emphasizing the importance of technical and top management support, we offer a more nuanced perspective on the factors driving BA tools' long-term use. This is important because it shifts the focus from merely adopting new technologies to ensuring their sustained and effective use within organizations. Our findings have significant implications for research and practice, suggesting that

organizations should invest in robust technical support teams and foster a supportive climate endorsed by top management to enhance employee experiences with BA tools.

CONFLICTS OF INTEREST

We wish to confirm that there are no known conflicts of interest associated with this publication and there has been no significant financial support for this work that could have influenced its outcome.

FUNDING STATEMENT

This research is partially supported by Helge Ax: Son Johnsons Stiftelse and Swedish Foundation for International Cooperation in Research and Higher Education (STINT) [IB2020-8720].

PROCESS DATES

Received: March 14, 2025, Revision: April 24, 2025, Accepted: April 24, 2025

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