

With J. T. C. Teng. (1992) "An Empirical Study on the Determinants of Effective Database Management," *Journal of Database Management*, Vol. 3(1), 22-34.

Data resource management (DRM) has been critical to IS for almost two decades and yet there have been curiously few research studies on the subject. This study proposes and tests a model relating the nature of database planning and the database administration function to database performance. The results of a survey of 171 organizations reveal that the identification of subject databases and the existence of a managerial DBA (as opposed to a technical DBA) is strongly related to a select set of benefits associated with databases. These benefits include the integration of applications, control of data redundancy, the ability to respond to ad-hoc informational needs and the security of data. Database planning and DBA role were found to have no significant effect on the more operational benefits and those related to application development. These results suggest an evolutionary pattern in the attainment of DBMS benefits with implications for both research and practice.