Over recent years, performance management of information technology (IT-PM) has been implemented as a management discipline in public organizations. However, many public organizations still face big challenges regarding the usage of IT-PM. One reason for this is their hybrid organizational form. So far, the literature differentiates only between private organizations and public administrations, when taking into account the organizational effect on IT-PM. Public organizations are not taken into consideration. Beside this, almost no research is done on how the characteristics of the three organizational forms affect the way IT-PM is implemented and used. Therefore, the purpose of this contribution is to analyze how the characteristics of organizational forms influence IT-PM. In order to do so, we answered which characteristics occur in the different organizational forms and which effects these characteristics have on IT-PM. A literature review with prede-termined search terms is conducted in order to identify the
characteristics of the organizational forms. The identified characteristics are compared and analyzed concerning their influence on the usage of IT-PM. Afterwards their effects on IT-PM are discussed. Finally, statements for the successful implementation and use of IT-PM are derived considering the characteristics of the organizational forms. The assumption that public organizations have characteristics of both private organizations and public administrations is affirmed by our findings. The availability of one measurable objective like in private organizations helps to implement IT-PM. However, complex decision-making structures, political influence, no sanction and less benefits mechanisms restrain its successful use and create a tension towards the control function of IT-PM. In conclusion, the characteristics of an organizational form strongly affect how IT-PM is used. Our contribution enlarges the understanding of IT-PM by differentiating its usage in a particular organizational form. Furthermore, the characteristics of public and private organizations as well as public administrations are compared and the differences are analyzed in detail. IT-managers can use the findings to enhance the benefit of IT-PM in their particular organizational form.