



# An Empirical Study on the Information Formality Motivation, Social Influence, and Goal Commitment of Knowledge Workers


Yujong Hwang, DePaul University, USA\*

 <https://orcid.org/0000-0001-7323-6127>

Hui Lin, DePaul University, USA

 <https://orcid.org/0000-0002-2149-9512>

Donghee Shin, Zayed University, UAE

 <https://orcid.org/0000-0002-5439-4493>

## ABSTRACT

A knowledge worker's goal commitment is critical to the success of system implementation in the organization. This paper investigates an individual's information formality motivation and social influence as important determinants in developing goal commitment in the system implementation based on the social psychology and information management literature. An empirical test of the proposed model was conducted in the field test ( $n = 148$ ). PLS was used to analyze the model and supported the validity of the results. Social influence and information formality influence knowledge worker's goal commitment ( $R^2 = 0.36$ ) as expected. Social influence has a higher effect on goal commitment than information formality motivation. The results of this study will help us understand the antecedents of goal commitment in the system implementation based on the social influence theory and personal information management model. The paper includes implications for the designers and information system (IS) managers to effectively understand knowledge worker's goal commitment in the organization.

## KEYWORDS

Goal Commitment, Information Formality Motivation, Personal Information Management, Social Influence, System Implementation

## 1. INTRODUCTION

A knowledge worker's goal commitment is critical to the success of system implementation in the organization. Based on insights into the social factors of knowledge workers' behavior, the role of commitment for the proactive adoption of information systems (IS) has gained significant interest from IS and information management (IM) researchers (e.g., Venkatesh et al., 2003; Malhotra and Galletta, 2005; Alavi and Leidner, 2001a; Badilescu-Buga, 2013; Orso et al., 2017; Borlund and

DOI: 10.4018/ijeis.320766

\*Corresponding Author

This article published as an Open Access article distributed under the terms of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0/>) which permits unrestricted use, distribution, and production in any medium, provided the author of the original work and original publication source are properly credited.

Dreier, 2014; Tarigan et al., 2020; Kinory & Canada, 2020; Mahraz, et al., 2020; Malaquias et al., 2016; Malaquias et al., 2017; Naceur et al., 2021). Theoretically grounded in Kelman's (1958) social influence theory that explains theoretical distinctions between the varied processes by which social influences change behavior, Malhotra and Galletta (2005) argue that a system user's commitment development should be studied further in the IS and IM literature. Recent research has examined user commitment in different contexts such as knowledge management, consumer behavior, and online learning (e.g., Lin & Hwang, 2014; Kassim & Huruna, 2020; Alzoubi & Snider, 2020; Matias & Timosan, 2021; Namufleshi et al., 2021; Madi et al., 2021; Akrong et al., 2022; Bamufleh et al., 2021; Watjatrakul & Vatanapitukpong, 2021). Malhotra and Galletta (2003, 2005) discussed that previous IM literature focused on commitment by compliance (to gain extrinsic reward), which makes our understanding of social influence or personal predispositions on commitment incomplete. Thus, the research question of this paper investigates several psychological variables and incorporates them into the IS and IM literature to examine goal commitment, which enables us to more fully understand the important factors and dynamic relationships involved in goal commitment of the system implementation in the organization.

There has been limited research in the Information Systems (IS) area on knowledge workers' motivation and commitment (Vera-Munoz et al., 2006; Curtis & Taylor, 2018; Duh, Knechel & Lin, 2020; Shiau et al., 2021). More research is needed to examine user perceptions from motivation and commitment perspectives. This study contributes to the IS literature by extending social influence theory and personal information management as a theoretical lens to investigate whether and how social influence and information formality motivation affect knowledge workers' goal commitments. Information formality motivation is "a person's willingness to use formal sources of information and communication" (Hwang et al., 2015; Hwang, 2017). We investigate an antecedent to the creation and implementation of effective knowledge sharing systems. That is, we seek to understand the effects of the information formality motivation on knowledge sharing systems. Hence, this study is a precursor to understanding when and why knowledge workers may make social and personal contributions to organizational knowledge sharing systems.

The goal commitment model advanced by Locke et al. (1988) argued that "authority" and social influence do have an effect on goal commitment. Furthermore, the findings of Klein and Kim (1998) support the premise that supervisor support does influence employees' goal commitment and performance. Information formality motivation is an important aspect of personal information management motivation based on recent information management research (e.g. Hwang et al., 2015; Hwang, 2017). Given that goal commitment includes both social and personal aspects of behavior, the influence of personal information management motivation (such as information formality motivation in this study) would be an interesting and important research topic. Based on social influence theory (Kelman, 1958) and a personal information management model (Hwang et al., 2015; Hwang, 2017), social and personal aspects of goal commitment are important issues needed to fully understanding the knowledge worker's goal commitment. Furthermore, given that knowledge workers' roles in the IS implementation are important, the IM perspective of knowledge workers is a very important research topic.

A successful system Implementation requires the coordination and cooperation of the knowledge workers involved. Prior research has cited reasons such as expectation misalignment, organizational resistance, system misfit, cultural barriers, and erroneous project management approaches as the factors contributing to system failures (Dwivedi et al, 2015). Given that 25% of technology fails outright and 50% requires major rework by the time they are delivered (Gulla, 2012), it's important to build upon previous research to understand how goal commitment and social influence can contribute to the success of system implementation.

The organization of this paper is as follows: Section 2 presents the theoretical foundations of this research model and the hypotheses. Section 3 outlines the research methodology and measures.

15 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage: [www.igi-global.com/article/an-empirical-study-on-the-information-formality-motivation-social-influence-and-goal-commitment-of-knowledge-workers/320766](http://www.igi-global.com/article/an-empirical-study-on-the-information-formality-motivation-social-influence-and-goal-commitment-of-knowledge-workers/320766)

## Related Content

---

### Intention to Use E-Banking in a Newly Emerging Country: Vietnamese Customer's Perspective

Long Pham and Doan Ngoc Phi Anh (2014). *International Journal of Enterprise Information Systems* (pp. 103-120).

[www.irma-international.org/article/intention-to-use-e-banking-in-a-newly-emerging-country/112080](http://www.irma-international.org/article/intention-to-use-e-banking-in-a-newly-emerging-country/112080)

### Intrinsic and Extrinsic Values Associated With File Sharing

Alan D. Smith (2006). *International Journal of Enterprise Information Systems* (pp. 59-82).

[www.irma-international.org/article/intrinsic-extrinsic-values-associated-file/2107](http://www.irma-international.org/article/intrinsic-extrinsic-values-associated-file/2107)

### Information Systems Architecture for Business Process Modeling

M. Spadoni and A. Abdmouleh (2007). *Handbook of Enterprise Systems Architecture in Practice* (pp. 366-380).

[www.irma-international.org/chapter/information-systems-architecture-business-process/19436](http://www.irma-international.org/chapter/information-systems-architecture-business-process/19436)

### Critical Success Factors in the Implementation of Enterprise Resource Planning Systems in Small and Midsize Businesses: Microsoft Navision Implementation

Ranjan B. Kini and Savitri Basaviah (2013). *International Journal of Enterprise Information Systems* (pp. 97-117).

[www.irma-international.org/article/critical-success-factors-implementation-enterprise/76902](http://www.irma-international.org/article/critical-success-factors-implementation-enterprise/76902)

### A Fundamental SOA Approach to Rebuilding Enterprise Architecture for a Local Government after a Disaster

Zachary B. Wheeler (2011). *Enterprise Information Systems: Concepts, Methodologies, Tools and Applications* (pp. 217-234).

[www.irma-international.org/chapter/fundamental-soa-approach-rebuilding-enterprise/48545](http://www.irma-international.org/chapter/fundamental-soa-approach-rebuilding-enterprise/48545)