



## **Chapter X**

# **Roles of Computer Self-Efficacy and Outcome Expectancy in Influencing the Computer End User's Organizational Commitment**

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### **ABSTRACT**

*The study uses data collected by a survey of computer-based medical information system end users in a large hospital in the southeastern United States. The theoretical model examined using this data links several antecedents to the end users' organizational commitment, mediated by computer self-efficacy and outcome expectancy. These antecedents are past computer experience of the end user, computer staff support for the computer system, ease of system use, and the degree of system use (i.e., percentage of time the system is used by the end user). The empirical results indicate that past computer experience and the degree of system use positively influence the end user's organizational commitment through both computer self-efficacy and outcome expectancy. These also show that computer staff support and ease*

*of system use positively impact the end user's organizational commitment through outcome expectancy. From these results, conclusions and implications for practicing managers are discussed.*

## INTRODUCTION

Information technology is present in almost every area of the organization. However, during the last 30 years, there has been an emphasis on the technological attributes of computer systems, often with little concern for human factors. In a job market with high demand for competent computer end users, recruiting and retaining individuals with these skills is crucial to organizational success. One factor influencing the retention of such information technology end users is their commitment to the organization. The research presented below empirically tests a theoretical model regarding the development of organizational commitment among information technology end users. The model links past computer experience, computer staff support, system ease of use, and the degree of system use to the end user's sense of computer self-efficacy, outcome expectancy, and ultimately organizational commitment.

Before proceeding, the definitions of organizational commitment, computer self-efficacy, and outcome expectancy that are used in this research are presented. The first is organizational commitment and it "... (1) includes something of the notion of membership; (2) it reflects the current position of the individual; (3) it has a special predictive potential concerning certain aspects of performance, motivation to work, spontaneous contribution, and other related outcomes; and (4) it suggests the differential relevance of motivation factors" (Brown, 1969, p. 47). Self-efficacy refers to an individual's belief that they have the skills and abilities to successfully complete a specific task (Bandura, 1982, 1986). Outcome expectancy refers to the belief by the individual that completing a specific task leads to a desirable outcome (Bandura, 1986).

The causal mechanisms determining an information technology end user's organizational commitment have not been fully addressed in previous information technology research (Bluestone, 1983; Kiesler, 1983; Cousins, 1981; Walton, 1982; Nelson, 1990; Nelson & Kletke, 1990). Several studies have examined influences such as task complexity, education level, and attitudes of job satisfaction on organizational commitment. In addition, many studies have examined organizational commitment and its antecedents in social science and organizational behavior contexts, but virtually no attention has been given to the organizational commitment of the information technology end user. The purpose of this research is to examine the organizational commitment of the information technology end user based on a model theoretically linking organizational commitment, computer self-efficacy, and outcome expectancy and the antecedents of these expectancies (Bandura, 1986).

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