The effect of social media usage on employee job performance

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Abstract: Organizations currently performing in a highly competitive environment are increasingly interested in adopting advanced technologies for their business operations. One of the places where these technologies are widely used is a social networking platform or commonly known as social media. Social media is not only used for entertainment and socialization but also used for business purposes in many organizations. However, knowledge about the impact of the use of social media on employee job performance is limited. Social media is all about awareness and connection, and presently the social media seems to be the tool that affects the job performance of the employee in the workplace. The new media is growing so fast that it makes it imperative for employees to embrace the medium. The purpose of the study is to investigate the effects of social media usage on employee job performance. The study is limited to the effects of social media usage on employee job performance among employees in one of the biggest and successful publishers in Malaysia. The study evaluates the most popular usage of social media among employees and examines whether social networking is capable of increasing the levels of the employee job performance. The study used IBM SPSS Statistics Version 21 to analyse the data. Survey data were collected from 305 respondents through the simple random sampling technique. It was discovered that the use of social media at work helped employees to improve their performance. Thus, organizations should comprehend about social media while setting appropriate policies at the workplace.

Keywords: Social media, social media usage, employee job performance, knowledge sharing, communication, decision making, network ties.

1. Introduction

The new millennium has begun an era of remarkable growth in internet technology platforms. The internet has evolved over the years from simple web pages to a consortium of web-based applications, leading to an increase in internet users. Social media enables people to communicate and share information quickly and easily as well as able to influence people and their daily lives. The existence of the Internet today also makes it easy for people to use the applications.

Social media in organizational settings seem to have an ever-increasing presence in the life of employees. These tools, such as social networking sites (e.g. Facebook, Twitter, LinkedIn), email, and text messaging are being used by companies to enhance company-customers relationships, build the company's brand, recruit new employees, enhance employee morale, and much more. These social networking tools are popular among businesses because the tools allow users to communicate and generate content without any need for physical presence (Zhang, Guo, Hu & Liu, 2017).

Employee job performance was determined whether or not a person performs his/her job well (Javed, Balouch & Hassan, 2014). Employment performance is linked to employee capacity, awareness of the targets assigned, the fulfilment of expectations and achievement of targets assigned to organizations (June & Mahmood, 2011). Job performance is to help the organization identify the areas for improvement that are suggested. According to (Yeshambel et al., 2016), the social network is claimed to contribute to market expansion, creating social unity increases in employee loyalty, collaboration, and sharing of knowledge between employees and customers. Social media popularity and huge use facilitate activities such as online learning and information sharing (Hur, Kim, Karatepe & Lee, 2017). According to Parveen et al. (2015), the social media

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allows multidisciplinary messages (e.g. for organizations, consumers and potential customers) instead of the unidirectional message from organisations to reach consumers in the industry to market their products and services. With its explosive growth and widespread application, social media has revolutionized communication in people's lives (Chang, T. S. & Hsiao, W. H., 2014) and support effective decision-making (Barreda et al., 2015). Since, the informal social interaction across space, time, and organizational boundaries are possible with social media, network ties can be formed between companies and customers, suppliers and business partners (Anwar, Muhammad, Atiq Ur Rehman & Syed Zulfiqar Ali Shah, 2018).

2. Social media usage

2.1. Knowledge sharing

In the latest years, sharing knowledge has gained considerable attention from academics and has been described in many distinct respects. The sharing of information can be described as a cultural, social relationship involving the transfer of information, experience and abilities between staff in organizations (Šajeva, 2014). The need for information sharing among individuals has spurred the enhanced attention of organizations to information sharing. Their competitive benefit is thus achieved (Gaál et al., 2014). Therefore, the following hypothesis was constructed:

H1 Knowledge sharing through social media affects employee job performance

2.2. Communication

Communication is one of the fields where social media impact in a company has been important. On this stage, it is useful to remember that the majority of company communication studies using social media focuses on the significance of the use of social media by an organization that has introduced it. Communication does not occur through media alone, but it is located in a cultural framework in which cultural interactions and interpersonal relations between individuals perform a critical part. (Cao, Guo, Vogel & Zhang, 2016). By efficiently participating with clients and participants, many organisations achieve formal advantages from applying sophisticated communication apps (Odoom et al., 2017). Hence, the following hypothesis was developed:

H2 Communication through social media affects employee job performance

2.3. Decision making

Chand (2016) says that a decision is a person's choice to resolve a scenario, whereas decision-making is a choice of decisions involving a choice-making exercise that determines the behaviour or inaction of the individual. Strategic decision-making shows how rulers can act on their consultative position and engage in strategic decision-making by assessing external environment understanding and inner buildings, procedures, and procedures (Jiang, Luo & Kulemeka, 2016). Meng and Berger (2013) have specifically suggested and evaluated six outstanding cognitive leadership characteristics in strategic interaction, including self-dynamics, team cooperation, ethical alignment, relationship construction, strategic decision making and information governance in communication knowledge management. Thus, the following hypothesis was constructed:

H3 Decision making through social media affects employee job performance

2.4. Network ties

Network assessment has become a useful instrument for researching intergroup behavioural communities and processes (Wölfer et al., 2015). Network ties provide access to a range of fresh concepts, references, expertise and data (Stam, 2010). Having network connections to different colleagues and peers within an organisation can be critical for virtual employees to access

assistance at the job. It allows them to reach out to their employer in moments of need and pursue guidance from comparable or dissimilar others when addressing a mission (Tijunaitis, Jeske & Shultz, 2019). Furthermore, the following hypothesis was developed:

H4 Network ties through social media affects employee job performance

3. Employee job performance

Employee job performance is linked to the worker's anticipated operations and the execution of those operations by the employee (Business Dictionary, 2017). Most of the moment, individual achievement is determined by motive and willingness and capacity to do the work (Menges et al., 2016). Recent literature has also pointed out that rulers can affect the effect of stressful requirements on the work results of their supporters (LePine et al., 2016). While workers' understanding of work features relies mainly on work depiction, surveys have shown that worker work output also relies on the attributes of the leader (Choudhary, Kumar & Philip, 2015). Figure 1 shows the conceptual framework of this study:

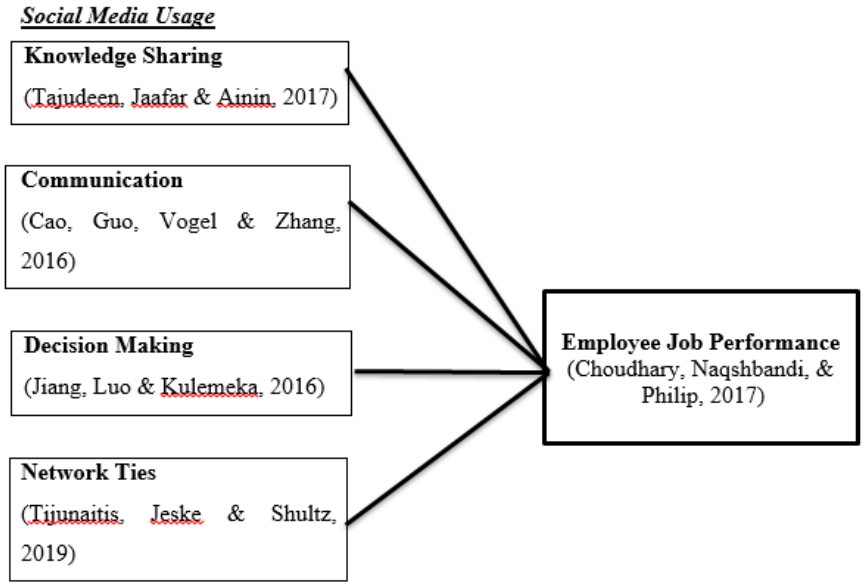

Figure 1. Conceptual Model of Social Media Usage of Employee Job Performance

4. Methodology

The correlational study was used to study the effects of social media usage on employee job performance. The sampling frame for this study is the employees from Karangkraf Sdn Bhd which is one of the biggest and successful publishers in Malaysia. The population of this study is the employees from Karangkraf which consist of 1,500 staff by using a simple random sampling technique to distribute the questionnaire to the staff in Karangkraf. According to Krejcie and Morgan (1970), a table for deciding the sample size for a given population of 1,500 is 306.

The questionnaire has been designed through extensive literature review and validated through peer review from academicians. A pilot study was conducted to ensure the questionnaire is relevant to the respondents before it can be distributed for an actual study. The online self-completion questionnaire was created and a total of 306 responses was received. However, only 305 responses were valid for the analysis. The data that was collected in this study were analysed using the Statistical Packages for Social Science (SPSS) version 21.0. Descriptive statistics were used to determine the most popular usage of social media and a regression analysis was also used to investigate the effect of social media usage on employee job performance.

5. Findings

5.1. Profile of respondents

There were 55.1% male and 44.9% female respondents involved in this study. The majority of respondents were from the age group of less than 30 years old (74.1%), followed by 31-40 years old (13.1%) and over 41 years old (12.8%). For the educational level, the majority of respondents mostly are Bachelor Degree (54.1%), followed by SPM (6.2%). Then, Diploma were 19% and closely behind were respondents with Master which is 16.7%. Besides, the least were PhD which is 3.9%. For marital status, most of the respondents were single by the result of 70.8%. Then, 29.2% of the respondents were single. For working experience, majority of the respondents had working experience less than 5 years which is 72.8%. Besides, followed by those who had 6-10 years of working experience was 13.4%. Meanwhile, 13.8% of respondents have over 11 years of working experience. The findings of the importance of social media found that majority of the respondent answered 'Yes' which is 96.4% while respondents that answered 'No' were 2.3%. Meanwhile, 1.3% of respondents select 'Others'. The results for frequently used social media indicates that the majority of respondents used social media daily which is 64.9%. Moreover, 34.4% of respondents used social media once a week. The least of respondent use social media only 3-4 times a week was 0.7%. The findings of social media types used often elaborate that majority of respondent select 'Others' (37.4%). It is followed by respondents that use Facebook were 15.1%. Besides, respondents that used WhatsApp were 23.3% and respondents that used Instagram were 16.1%. Meanwhile, Twitter is least used by the respondent (8.2%).

5.2. Normality analysis

Table 1 indicates the result of normality analysis of this study based on skewness and kurtosis values for each element in the independent variable and dependent variable. Acceptable skewness and kurtosis value are in the range of +/- 3 (Hair et al., 2010). Hence, Table 1 shows that all of the variables were normally distributed since the value of skewness and kurtosis for these variables is in the range of +/-3. Moreover, one outlier was removed to ensure normality in the data set.

Table 1. Normality Analysis

Variables	Skewness	Kurtosis
Knowledge Sharing	-1.214	2.312
Communication	-1.320	2.864
Decision Making	-.701	.203
Network Ties	-1.000	1.318
Employee Job Performance	-1.323	2.319

5.3. Factor analysis

5.3.1. Factor analysis for independent variable

Table 2 shows the results of the Principal Component Factor Analysis. The factor analysis was conducted to test the factor structure of 8 items of Knowledge Sharing. The first factor with 8 items explained 100% of the Total Variance Explained. As stated by Hair et al. (2010) the total variance result of more than 60% is considered good and appropriate. KMO value of .838 indicated that the sample was adequate for factor analysis to be conducted. Furthermore, Bartlett's Test of Sphericity for Knowledge Sharing showed a significant value with Approx. Chi-Square = 279.216 $p<001$.

Table 2. Factor Analysis for Knowledge Sharing

	Component		
	1	2	3
I regularly share knowledgeable information using social media.	.717		.663
I believe social media will help me to exchange knowledge with colleagues to assist in overcoming certain problems.	.892		
My job requires me to share knowledge through social media.	.564	.780	
It is easy for me to share knowledge using social media.	.934		
Sharing knowledge by using social media is very useful for me.	.961		
Social media usage offers opportunities to share and internalise my knowledge with others.	.946		
Social media promotes efficient time when sharing knowledge.	.885		
Social media is a useful platform for sharing information.	.913		
Total Variance Explained			100.000
Kaiser-Meyer-Olkin Measure of Sampling Adequacy			.838
Bartlett's Test of Sphericity Approx. Chi-Square			279.216
df			28
Sig.			.000

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 7 iterations.

Table 3 shows the results of the Principal Component Factor Analysis. The factor analysis was conducted to test the factor structure of 6 items of Communication. The factor with 6 items explained 100% of the Total Variance Explained. As stated by Hair et al. (2010) the total variance result of more than 60% is considered good and appropriate. KMO value of .791 indicated that the sample was adequate for factor analysis to be conducted. Furthermore, Bartlett's Test of Sphericity for Communication showed a significant value with Approx. Chi-Square = 208.339 p<001.

Table 3. Factor Analysis for Communication

	Component		
	1	2	3
I develop a proactive and professional communication team using social media.	.888		
I regularly use social media to maintain and strengthen communication with colleagues in my job.	.950		
I have frequent communication with my colleagues through social media.	.862		
Communication medium enables me to achieve chemistry / synchronicity with my colleague.	.912		
The social media sites provide features for interactive communication among colleagues.	.943		
Good communication with colleagues led to desire result.	.876		
Total Variance Explained			100.000
Kaiser-Meyer-Olkin Measure of Sampling Adequacy			.791
Bartlett's Test of Sphericity Approx. Chi-Square			208.339
df			15
Sig.			.000

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 9 iterations.

Table 4 shows the results of the Principal Component Factor Analysis. The factor analysis was conducted to test the factor structure of 7 items of Decision Making. The factor with 7 items explained 100% of the Total Variance Explained. As stated by Hair et al. (2010) the total variance result of more than 60% is considered good and appropriate. KMO value of .886 indicated that the

sample was adequate for factor analysis to be conducted. Furthermore, Bartlett's Test of Sphericity for Decision Making showed a significant value with Approx. Chi-Square = 213.377 p<001.

Table 4. Factor Analysis for Decision Making

		Component		
		1	2	3
I am engaged in strategic decision making.		.819		
I am aware of applying diverse strategies depending on different situations.		.934		
I am proactive in the organization's internal decision-making process.		.896		
I have knowledge of decision-making processes, practices and structures in the organization.		.954		
I am capable of spanning internal/external boundaries and interpreting information from the public for organizational decision-makers.		.929		
I convert knowledge about public and issues into effective and representative advocacy of this public and issues with decision-makers.		.876		
The information that I received from social media helps me to make a good decision.		.738	.613	
Total Variance Explained				100.000
Kaiser-Meyer-Olkin Measure of Sampling Adequacy				.886
Bartlett's Test of Sphericity	Approx. Chi-Square			213.377
	df			21
	Sig.			.000

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 6 iterations.

Table 5 shows the results of the Principal Component Factor Analysis. The factor analysis was conducted to test the factor structure of 5 items of Network Ties. The factor with 5 items explained 100% of the Total Variance Explained. As stated by Hair et al. (2010) the total variance result of more than 60% is considered good and appropriate. KMO value of .875 indicated that the sample was adequate for factor analysis to be conducted. Furthermore, Bartlett's Test of Sphericity for Network Ties showed a significant value with Approx. Chi-Square = 114.097 p<001.

Table 5. Factor Analysis for Network Ties

		Component		
		1	2	3
I maintain close social relationships with my colleagues through social media.		.921		
I spend a lot of time interacting with my colleagues through social media.		.917		
I regularly use social media to maintain and strengthen networking with colleagues.		.900		
I often use social media to obtain work-related information and knowledge.		.849		
I know some colleagues through social media on a personal level.		.857		
Total Variance Explained				100.000
Kaiser-Meyer-Olkin Measure of Sampling Adequacy				.875
Bartlett's Test of Sphericity	Approx. Chi-Square			114.097
	df			10
	Sig.			.000

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 6 iterations.

5.3.2. Factor analysis for dependent variable

Table 6 shows the results of the Principal Component Factor Analysis. The factor analysis was conducted to test the factor structure of 8 items of Job Performance. The first factor with 8 items explained 100% of the Total Variance Explained. As stated by Hair et al. (2010) the total variance result of more than 60% is considered good and appropriate. KMO value of .891 indicated that the sample was adequate for factor analysis to be conducted. Furthermore, Bartlett's Test of Sphericity for Job Performance showed a significant value with Approx. Chi-Square = 297.195 p<001.

Table 6. Factor Analysis for Job Performance

	Component		
	1	2	3
I successfully complete my task with social media.	.935		
I manage to plan my work with social media so that it is done on time.	.909		
Social media makes me able to perform my work well with minimum time and effort.	.894		
I always keep my job knowledge up to date through social media.	.881		
I am able to fulfil my responsibilities when performing tasks with social media.	.959		
I work towards the result of my work using social media.	.916		
I intend to increase my productivity in the organisation using social media.	.934		
Using social media would enhance my effectiveness on the job.	.868		
Total Variance Explained			100.000
Kaiser-Meyer-Olkin Measure of Sampling Adequacy			.891
Bartlett's Test of Sphericity Approx. Chi-Square			297.195
df			28
Sig.			.000

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 9 iterations.

5.3.3. Reliability analysis

Table 7 indicates that the Cronbach's Alpha value for knowledge sharing is 0.886 for eight items. Cronbach's Alpha value for communication is 0.889 for six items. Then, Cronbach's Alpha value for decision making is 0.914 for seven items while network ties is 0.888 for five items. Lastly, Cronbach's Alpha value for employee job performance is 0.945 for eight items. According to Sekaran & Bougie (2016), reliabilities less than 0.60 are considered to be poor, those in the 0.70 range, acceptable, and those over 0.80 good.

Table 7. Reliability Analysis

Variables	**Cronbach's Alpha**	**No. of Items**
Knowledge Sharing	0.886	8
Communication	0.889	6
Decision Making	0.914	7
Network Ties	0.888	5
Employee Job Performance	0.945	8

5.3.4. Descriptive analysis

According to Table 8, of all the independent variable, the highest mean score for social media usage is a knowledge sharing with the mean of 4.3820 (SD=.54628). Hence, social media usage is described as the most popular usage of social media on employee job performance. The

sharing of information can be described as a cultural, social relationship involving the transfer of information, experience and abilities between staff in organizations (Šajeva, 2014).

Table 8. Descriptive Statistics

Independent Variables	Minimum	Maximum	Mean	Std. Deviation
Knowledge Sharing	1.88	5.00	4.3820	.54628
Communication	1.50	5.00	4.2738	.61327
Decision Making	2.00	5.00	4.2164	.60020
Network Ties	1.60	5.00	4.2544	.63809

5.3.5. Regression analysis

Based on Table 9, the adjusted R square value is .629 which implies to 62.9%. The factors that influence employee job performance are explained by the independent variables which are knowledge sharing, communication, decision making and network ties.

Table 9. Regression Analysis (Model Summary)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.796[a]	.634	.629	.42233

a. Predictors: (Constant), Knowledge Sharing, Communication, Decision Making, Network Ties

Table 10 indicates when the combination of independent variables including knowledge sharing, communication, decision making and network ties to predict employee job performance, the results indicated was statistically significant with F value of 130.062 ($p<0.05$).

Table 10. Regression Analysis (ANOVA)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	92.791	4	23.198	130.062	.000[b]
	Residual	53.508	300	.178		
	Total	146.299	304			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Knowledge Sharing, Communication, Decision Making, Network Ties

The coefficient results indicate the significant and Beta in the standardized coefficient. In knowledge sharing, the significant value was .000 which show the value is less than 0.05. It shows that knowledge sharing affects employee job performance. The Beta and t value were (Beta =.192, t = 3.595) where knowledge sharing affect employee job performance. In communication, the study found that the significant value less than 0.05 which is 0.00. Based on the result, the Beta and t value was (Beta =.300, t = 5.093). It shows that communication has the highest effect on employee job performance. For decision making, the study found that the significant value is less than 0.05 which is 0.00. Thus, based on the result, the Beta and t value was (Beta =.295, t = 6.255). It indicates the decisions making affects employee job performance. In network ties, the study found that the significant value is .010 so network ties do effect employee job performance. Based on the result, the Beta and t value were (Beta =.141, t = 2.604) where network ties value is the least that affects employee job performance.

Table 11. Regression Analysis (Coefficients[a])

Coefficient[a]						
Model		Unstandardized B	Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	-.431	.209		-2.057	.041
	Knowledge Sharing	.244	.068	.192	3.595	.000
	Communication	.340	.067	.300	5.093	.000
	Decision Making	.341	.055	.295	6.255	.000
	Network Ties	.153	.059	.141	2.604	.010

a. Dependent Variable: Job Performance

6. Conclusion and recommendation

The objective of this study was to investigate the effect of social media usage on employee job performance. The descriptive analysis indicates that knowledge sharing is the most popular usage of social media on employee job performance. Furthermore, factor analysis was conducted to test the factor structure of items in independent and dependent variables. It was found that there are no items that need to be removed. Regression analysis shows that social media usage on employee job performance with decision making as the most influential factor followed by knowledge sharing and communication while network ties are the least predictor. Based on this research, this study helps employees to have additional or extra knowledge on the responsibility and role in employee job performance. Lastly, the findings of this study are highly recommended to employees in Karangkraf from human resource departments, managers and those in top management to engage in developing social media practices for high performance. This is due to their nature of works that deal with the public and media. This will enable employees to engage in and focus on knowledge sharing, communication, decision making and network ties to enable organizations and their employees to achieve a better performance. Examining the relationship between different variables might provide the organization with new knowledge on how to improve employee job performance, which in turn will improve sustainability.

This research dealt with the effect of social media usage on employee job performance. The following suggestions can be made for future research. Research can be done on other industries to evaluate how effectively the usage of social media influences employees on job performance in other industries. Hence, future studies could test other dimensions of social media which are more prevalent among users. Future research should consider adapting a longitudinal design approach to observe the changes in the effect of social media usage on employee job performance over time, by using the organizational and employee performance measures presented in this study. On the other hand, future researchers can address the other factors that influence the dependent variable which is employee job performance.

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