

SOCIAL MEDIA RELIANCE IN ORGANIZATION: CHOOSING THE RIGHT MEDIUM TO ENHANCE JOB PERFORMANCE

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Abstract

Social media has become popular for communication, interaction and knowledge sharing on the internet. Most of the industry uses social media as a medium of communication to interact with people in order to fulfil number of purposes such as work and personal matter, including the workplace as well. Reliance on social media has played an important role from the moment it been introduced, allowing connections to be made throughout the world, given the increasing level of interaction and socialization in the lives of various groups. This study aims to describe social media as popular medium among employees to communicate among themselves. Social media now is changing the methods of social connectivity and a part of important aspect to improve employees job performance. It also highlighted how organization adapted social media in their workplace as the right medium to communicate in helping them with their daily routine in organization and working environment. This study also looked into the reason why some individual depends on social media as their channel to communicate among the colleagues within the organization. Study found that WhatsApp is the most chosen medium as a platform to increase job performance in organization. The dependence of social media in organization related to the usage as medium to communicate. It has also identified the factors that encourage users to choose it as medium in organization. It is important to identify the reasons of choosing the right tools, as it is important for the organization to get benefit from the usage or choosing the selected channel or medium to communicate.

Keywords: reliance, employees, job performance, organization, social media.

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Introduction

The social media are now frequently used to communicate, interact, as well as sharing knowledge within the organization. Social intercommunication particularly relies on medium or channel over preferred chosen medium as the major connection framework compared to the traditional communicating approach. Majority of the industries use the social media for the reason of a mediator for communicating and interacting among employees as a conjunction to fulfil a few purposes, comparatively job-related task also the personal matters; including the organization. The social media has portrayed a crucial task from the time it was initiated, enabling interconnections possible across the world at large, particularly the expanding level of interconnection and sociability in the daily lives of diverse society (Kim et al., 2011). The social media is a recent communication via technology that received attention in media today for its competency to engage recent followers at an extraordinary level, catching the awareness of gigantic internet organizations like Yahoo and Google (Sledgianowski & Kulviwat, 2009). The social media, over digital electronic media, has tremendously augmented amongst various network through virtual social media sites such as Facebook, Twitter, Instagram and LinkedIn that continuously connect more than 150,000 users daily (Kukreja et al., 2011).

Purpose of the Study

The issue highlights how organizations adapt the social media as the preferred channel to intercommunicate in supporting them with their jobs performance and working environment. Objective concerning the study is to scrutinize related to consequence regarding the social media within the workplaces and to measure its usage as a beneficial device to enhance job performance.

Overview of social media

The Social Media acts as an online community that connects people with similar interests, which allows members to keep in touch with their friends, and share photos, videos, music, stories and ideas with other registered members all around the world (Williams & Sawyer, 2010; Shu & Chuang, 2011). It's also have changed the way individuals communicate (Bala et al., 2019) and more organizations implement social media as their interaction platforms. The social media usage among society maintains the popularity for communicating, interacting, and sharing knowledge virtually that has transformed the virtual encounters of the past that was technical and impersonal to today's virtual socialization that is truly nontechnical, social, and interpersonal (Rauf et al., 2010; Agarwal & Mital, 2009). The social media states to channels that encourage users to disclose their interests alongside together with another user.

Additionally, social media is an online community that connect people with similar interest, which allows members to keep in touch with their friends and share photos, videos, music, stories and ideas with other registered members all around the world (Williams and Sawyer, 2010; Shu and Chuang, 2011). It becomes a popular medium for communication, interaction and knowledge sharing on the internet that have transformed the virtual encounters of the past that were technical and impersonal to today's virtual socialization that is truly nontechnical, social and interpersonal (Rauf et al., 2010; Agarwal & Mital, 2009).

In fact, Boyd and Ellison (2007), addressed that social media is the online platform that enable users to create personal or official profile that will articulate with the friend list that they are connected with and those who connected within the system. While Ainaa et al. (2017) defined social media as an application, system and facilities that allow users to construct, innovate, invent, at the same time can sharing the content. Users also depending completely on social media for their relaxation, enjoyment including information searching.

Overall, the social media is understandable, user-friendly and unique for the reasons that allow subscribers to express their social linkage and be recognizable. These sites have contributed to increased number of contacts between users sharing common interests and to the creation of online communities along with the digital social networks. Peer-to-peer communication utilizing social media were extensively used to support the spread of critical and accurate information in the affected of employees in organisation (Ahmed & Mokhtaruddin, 2020). It can foster teamwork and participation, which are required in the real teaching and learning situation, like online classes, online discussion or virtual meeting (Kane et al., 2005; Haythornthwaite, 2005; Romero et al., 2011).

Problem Statement

The social media provides alternatives for both official and unofficial interactions as well as collaborations with other colleagues also customers that transmit knowledge and social relations. This medium likewise has varied unofficial systems that colleagues be able to participate over from one region to another that enable the organisational traditions to maintain and their performance in organization (Bennett et al., 2010). Due to that situation, employees in organisation depends on social media to communicate. Social media platforms have changed the way individuals communicate and their reliance on social media is increasing (Bala et al., 2019). Currently, employees depend on WhatsApp, as WhatsApp is considering the speediest mechanism towards knowledge besides as communication medium (Mohamed et al., 2019).

Significantly, social media is unique due to the possibility of controlling the virtual contents transform from the account owner to the content contributor of the social media account. Organizations that have utilized social media have experience a transform the culture from “information gathering” to “information participation”. Social media facilitate employees to work virtually besides more efficiently via new communication technology and function to collaborate in addition to provide plenty of complete managerial and personalized data about contacts that can be instantly update every time organization have newcomers, employees change departments, transferred, promoted or quit jobs. All practices are workable to perform and cost productive (Bennett et al., 2010). Related to this situation, social media are extremely useful during pandemic that we are facing now as everybody are working from home. Despite the that fact that staying at home, employees remain perform their task efficiently.

Moreover, the social media composed of users who interact with each other in an online community (Li, 2011). A user’s behaviour can be influenced not only by motivations, but also by other members within their list of networking. Kane et al. (2010) mentioned that the internet users are familiar with online interactive social networking applications in their daily lives shouldn’t have any problem to get engage with social media. Those mediums including, Facebook, WhatsApp, Twitter, LinkedIn and other social media platforms that enable users to generate and sharing information through virtual discussion.

As reported by Kukreja et al. (2011), scientists use the social media to share information regarding career opportunities and resources, and to answer technical questions related to their jobs. They have created pages on Facebook and are present on Twitter to be updated on recent events throughout their careers. Facebook is also used as a platform for learning and disseminating information in their organizations. The uses of the social media for professional development are most preferred to obtain information, and this will likely continue.

Social Media Reliance in Organization

Social media remains to develop the assumptions for openness by the governed increases and complete by the rules and procedures that basically applied to the usage of social media by the governance sector as well. Correspond to that, Bertot et al. (2012) appointed that adoption of media technologies in organizations required knowledge and telecommunications as a means to develop governance honesty as well as to decrease dishonesty. Their study constructed that the social media could perform as a means of collective electronic governance to help enhance governance transparency and increase anti-bribery. This can happen by refining access to government information to the public by offering information through online through via numerous dynamic interactive mediums, and also communicating with public and reaching exact employees’ welfare and affairs.

Further, social media support varying types of interaction on diverse and differing platforms such as Facebook, WhatsApp, LinkedIn and Telegram have had a significant influence on the orientation of most other SNS. For instance, LinkedIn as a business oriented social networking site, which brings together to maintain communication, trade information and refer each other and Telegram that shares many features in common with other social media as a private community (Park, 2009). In addition, Narimah & Saodah (2002) revealed workers’ social media encounter a successively useful task in the organization, sustaining that appropriate affiliation eventually be vital to organization that depend on goals and partnership. Furthermore, social media has been certified for helping employees to become more productive and allow them to stay current with the trends as well as enhancing employee productivity in organization (Wushe & Shenje, 2019).

Bennett et al. (2010) initiates that in the department, social media indicate to energize organization by employing specialist and brilliance through social media where the tools can accelerate online communication, knowledge affiliation and problem-solving. Through SN also, rigorous hierarchy, institutional silos and secured sectors or units can be demolished and exchanged by straightforward, direct “crowdsourcing” plans that attract employees into cooperative discussions. Social media can enhance power transitory from manager suites to worker cubicles, from organization to potential buyers,

from conglomerates to customers. This situation can enhance the potential upside in improving attitude, improved common information, enhanced efficacy, magnified tactical focus and outstanding invention. Depending on electronic mail and an organization intranet is no longer competent for this present-day organization. Organization issue, obstacles and business switch rapidly and workers needed in a situation to react promptly (Bennett et al., 2010).

In fact, organization can take opportunity of this propensity by using marketing research and public relations, nurturing opinion leaders or advocates, placing and creating advertisements, developing new products, lowering the cost-to-serve, building brand loyalty and sales of their organization by the support of social media (Ahn & Bretschneider, 2011). Related to that, the use of social media in organization can help to release the redundancy in instruction given, poor strategic planning and implementation of efforts in order to minimize lack of awareness among management on the developing crisis in organization (Ahmed & Mokhtaruddin, 2020). Usage of social media in organization nowadays will help to ensure that employees have access to the best information and communication technologies and practices the best performance related to the task given.

Overall, purpose of depending on social media have four main purposes that are work, notification reminder and socialization. Employees claimed that their reliance on social media mainly for work purposes to complete task, doing paperwork and to notify their colleagues about important matters. Social media is the best medium used to communicate without meeting face-to-face (Mohamed et al., 2019).

Benefits of Using social media in Organization

Credit is given to the social media for its capability to spread out companionship, motivate one another, improves consumer relations, provides money making recruitment of high-quality employees and improves attitude, encouragement, and job performance in the midst of employees (Zyl, 2009). The social media functions shall construct including operate a digital interpretation of employee exclusive relation as a substitute of networking beyond offering viewable user's profiles. Conventional communication approach employed via the internet apply communication channels where message is transmitted vertically or horizontally. The emphasis of the social media functions and internet sites with two-way interactions where users acquire the opportunity to engage in and sharing point of view and information.

Besides, social media equip end users with the capability to construct a global directory containing contact details of skillful contact, employees, office mates, and external environment whom they have the trustworthy to be cooperate as well as suggest to others (George, 2007). For a hierarchic organization, where workers are grouped together in experts of service or processes, weak ties become essential in order to gain access with the superiors' expertise and knowledge exist in other social system (Zyl et al., 2009).

Meanwhile, Zyl et al. (2009) also inform that maintaining staff morale and job performance, while maintaining discipline and productivity, has become one of the biggest challenges to managers. Advocates of the social media and collaboration tools argue that these open platforms can take the friction out of collaboration to establish a working culture attribute to sharing and develop positive job performance, indirectly can enhance productivity.

Undoubtedly, the social media have reversed the style of society interact among themselves, create new social contact, share the same passion, associate with other teammates, engaged in an organization's forum discussions, and convey their feelings through personalized social media account (Kim et al., 2011). A study by Kim et al. (2011) found that the extrinsic and intrinsic motivations that inspire employees to select social media as a channel to communicate were social networking, gathering knowledge, expressing ideas, and updating status and posting contents.

For this reason, Facebook, LinkedIn and Instagram are among utmost favorite and accepted social media sites used by organizations. By 2021, the most trending social media apps that frequent used for employees to communicate in organizations are WhatsApp, Telegram and even Twitter. These social media used to convey only useful input, knowledge and findings, moreover, are widely accepted as major communication tools. Some organizations understand that and continuously explore the communication medium by putting in action the personalized telecommunications. That situation support organization towards identifying anything that customers' want and determine emerging latest trends and fashion, behaviors ad usage patterns.

Again, using the social media as a tool in workplaces are developing and still growing due to the trends in telecommunication and digital workplaces have divided employees and lowered possibilities towards unofficial in person information engagement. These challenges mean that organizations need to arrange for employees to communicate among themselves besides connect this platform to existing programmes in organizations. Therefore, the social media platform enables to connect employees together in sharing besides capturing information transfer (Kane et al., 2010).

Besides, the social media may increase through both bonding and bridging social capital. Users significantly more likely to use the sites to connect with someone they know off-line than meeting new people and perceive that the primary audiences for their social media profile are people whom they are connected to off-line, suggesting that the social media increases bonding social capital (Ellison et al., 2007); Zhang et al., 2010). Social media can help to maintain a relationship with professional networks, strengthen bonding between employees and enforce knowledge sharing and resources (Ainaa et al., 2017).

With the rise in the use of social media, industries are able to appoint their aim and objectives with the help of social media. The social media allows organizations to proposition their merchandise to target marketing segmentations, with small expenses and minimum opportunity for default. Henari and Indrupati (2012) assert that the social media is a cheap and an easy method of advertising and gives all entrepreneurs a better chance of reaching their target markets to succeed in their ventures. This growing occurrence of virtual social communication can reform as if organizations be in operation in the future. Online social media, for example WhatsApp, has conceived newest age group of IT savvy, allowing them to start up and promote in parallel with minimal cost, providing all parties impartial chances hit the jackpot.

Evidently. Facebook, Twitter, Instagram, WhatsApp, Telegram is widely used in educational institution too. Academician agreed that social media is effective and efficient to be use in the industry but sometimes users misused the facilities provided to them (Fairus et al., 2010). In some situation, workers are visiting social media during working hours and posting whispering campaigns that might not be considered job-appropriate by their employer (Grace et al., 2018).

Negative Impact of Social Media in Organization

In parallel with the advantage of social media usage in organization, some scholar argued that social media usage has a negative relationship with employee performance. Scholar indicated that social media affect the productivity loss and time wasted in the workplace happen users are addicted with sites like Facebook and Twitter (Wushe & Shenje, 2019). Productivity will affect negatively because employees may spend too much time networking and posting entries on Facebook, Twitter, Instagram or even Tik Tok. This situation will be a problem or risky that employees will exploit it for other non-related work purposes or not on work related postings (Zyl, 2009). As revealed again by Zyl (2009), employees posting negative comments about their organization, their bosses, annoyed buyers can attack and critique anything related to the organization constructing negative corporate identity of the organization while other potential customers and colleagues can easily find it via online. In fact, social media constitute to enhance organization's competency in accessing information or in expanding business contact list (Watanabe et al., 2010).

Using social media, organizations with greater social capital and innovativeness displayed higher social network productivity defined as the relationship between interconnectedness and knowledge performance whereby an increase in number of business contacts may result in shortened and less costly retrieval of work-relevant knowledge. Management organizations shall seek developing the organization's innovativeness and social capital in order to draw the maximum advantage of using social media for sharing information in organization.

Reality, many companies remain skeptical about the consequence of applying social media into the workplace. The openness that describes this development goes against established principles, especially those founded on command and control. Organization can also consider the consistency amongst social media platform and various gadgets applied by their employee. Expenses, application and conservation matter and the social media problems become even extreme for stressed managers not easily to take precaution and privacy.

Nevertheless, considering the benefits from social media usage in organizations, managers might possibly embark to acknowledge that social media technologies can be occupied to allow faster locality, access and knowledge sharing. It can allow additional effective power of companionship and information, support maintain main employees by cultivating gratification within the organization and geographic borders to vitalize communication among extensively scattered employees, can lessen cost overhead besides uplift capacity together with compactivity. This situation can be clearly understood by referring to Figure 1 where it shows that employees who connected themselves to social media productivity will gain more knowledge and can improve their performance and become more innovative.

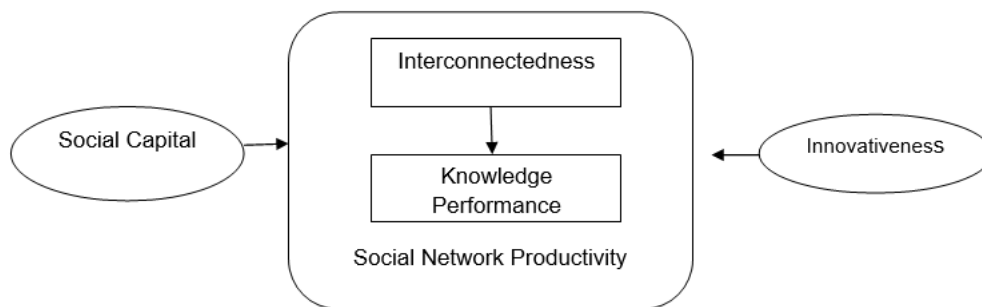


Figure 1. The Modelling effect of social capital and innovativeness on Social Network Productivity.

Factors of Choosing the Social Media in Organization

The social media web site is composed of users who interact with each other in an online community. Hence, a user's behaviour should be influenced not only by their own motivations, but also by other members within their online social media (Li, 2011). Moreover, perceived enjoyment, social influence, sociability, and status are the factors that encourage users to use the social media as a medium to communicate (refers to Figure 2).

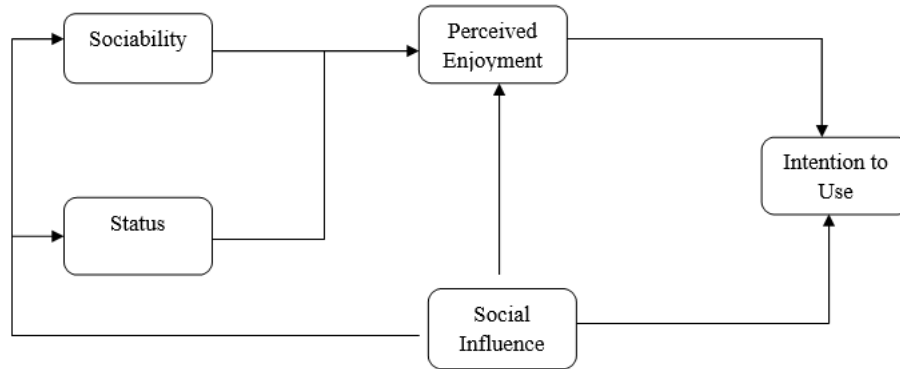


Figure 2. Factors for using the social media.

As instance, according to Dunne et al. (2010), the social media offers the marketers the facility for engaging in a two-way communication with members in terms of personalized messages and content. By joining the social media, the users are encouraged to identify others with whom they wish to form relationships. Besides, the existence of five key motivators or factors that influence one's participation in the social media are community membership, friendship connections, information value, participation confidence, and participation concerns (Foster et al., 2010). The social media, such as Facebook, is an emerging promotion and communication channel for marketers, thus the strategies for leveraging the technology continue to evolve and develop organizations. Research has found that marketers participate in the social media for different reasons. It is important that as marketers develop their social media plans, they consider the different motivational needs of users for participating in the social media.

Related to that, Shu and Chuang (2011) classify seven factors that related to the SNS use to meet new friends, entertainment, understanding and learning, trust in websites, trust in other members, quality of friends and attitudes of users. As an example, the usages of the social media related to psychographic characteristics like the degree of socialization of making new contact and the degree of trust compared to demographic characteristics such as age and gender. Future employees appear to be more ready to adopt a virtual professional culture. With the rapidly emerging organizational virtual culture, this could be beneficial to organizations with cross-cultural employees (Agarwal & Mital, 2009).

Meanwhile Park (2009), noticed that the six major reason that affect the use of social media in organization desire for expression, peer influence, familiarity with information technologies sensitivity to privacy nature of using the Internet and perception towards the social media. Majority of individuals already adapted social media or Web 4.0 applications in their life that cannot consider their days without it. As time goes by, a bigger population will also feel the same as the younger employees expect to work in organization where Web 4.0 is the norm and are discouraged to discover that many of the applications, they utilize are not available professionally.

Further, social media are now play a main role in describing how organizations accomplished their target and making decision. Grace et al. (2018) revealed that three important components have impact on employee maximum performance which are knowledge sharing, communication and decision making. This consider as impact factor that contributed to employee's high performance and organization performance in directly. Social media applications provide extraordinary opportunities to accomplish manageable, user-oriented, clear, liable, cooperative, comprehensive, responsive, joined-up, networked and competent organization.

Certainly, public sector organization must develop social media strategies across multiple networks for both internal and externally focused from how their personnel should conduct themselves as employees to what is considered as competition. The metamorphosis they must accomplish requires strong

leadership for commitment by managers' competency in forging, building and deepening relationships on the internet with policies to protect organizational assets and ensure appropriate personnel behavior and guidance so that everyone understands SNS applications on how to use them in the context of the organization and their respective roles (Serrat, 2017).

Indeed, social media are more than communication channels that if utilized effectively, social media has the potential to improve the way public agencies engage, interact and communicate with their various audiences. Specifically, social media are technologies that facilitate opportunities for engaging with the audience and for creating and maintaining relationship.

Due to that situation, social media represent with WhatsApp used have become norm in the workplace and it's convenient to send text message, checking the email and send documents too. Switching between printed documents and WhatsApp was quite universal now with the expectation that WhatsApp as social media was used for speedy interaction and continuing conversations. WhatsApp would be quicker to access for those who worry about data costs or do not have premium devices (Julian & Chris, 2021).

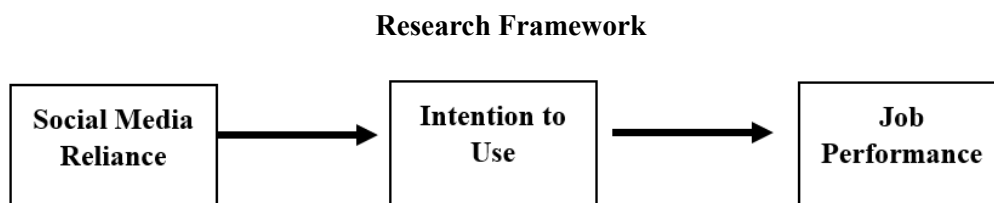


Figure 2. Research Framework.

Methodology

Study implies the quantitative research using a survey methodology. Stratified simple random sampling involved in this quantitative study (Creswell, 2012) were employees in multinational company in Shah Alam, Selangor. An online survey was conducted to 120 samples from selected multinational company from October to December 2020 which the questionnaire was distributed using online through Google mail, WhatsApp and Facebook were used in data collection. Within the data collection, 200 survey questionnaires with five Likert scale were used and distributed to all employees from 4 selected multinational companies in Shah Alam, Selangor. Out of 200 sets, only 135 response rates with 15 incomplete and straight lining sets were eliminated.

Result Findings

A. Level of Social Media Reliance Among Staff in Organization.

Referring to Table 1, majority of (45.8%) of employees have high level of reliance on social media in enhancing their job performance in organization. However, the percentage of moderate level are slightly equal to those with high level which represent 40.8% of the respondents. Finding shows that majority of employees believed that social media could increase their job performance.

Table 1. Level of Social Media Reliance among Staff

Social Media Reliance	Frequency	Percentage
High	55	45.8
Moderate	49	40.8
Low	16	13.3
Total	120	100

B. Relationship Between Social Media Reliance and Job Performance in Organization.

Result in Table 2 shows that there is a significant strong positive relationship between social media reliance and job performance ($r=0.85$, $p<0.05$). In this situation, the more the employees depend on social media in the workplace, the more they will affect their job performance. The employees may increase their job performance with the help of social media and they are happy using social media in their workplace.

Table 2. Relationship between Social Media Reliance and Job Performance

Correlations		SOCIAL MEDIA Reliance	Job Performance
SOCIAL MEDIA Reliance	Pearson Correlation	1	.85
	Sig. (2-tailed)		.000
	N	120	120
Job Performance	Pearson Correlation	.85	1
	Sig. (2-tailed)	.000	
	N	120	120

**. Correlation is significant at the 0.05 level (2-tailed)

C. Difference of social media Reliance Among Gender.

Table 3 shows an independent sample t-test used to test the social media reliance among gender. Result presents that there is no significant difference of social media reliance between male and female staff in organization ($t= 3.68$, $p>0.05$). Regardless of male or female, employees have to depend on social media as a means to enhance their job performance in organization.

Table 3. Difference of social media Reliance Among Gender

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
SOCIAL MEDIA Reliance	Male	60	93.3500	14.32865	2.26556
	Female	60	94.4750	13.07373	2.06714

Independent Sample test

		Levene's Test for Equality of Variances		t-test for Equality of Means						95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2- tailed)	Mean Difference	Std. Error Differenc e		Lower	Upper
Social Media Reliance	Equal variances assumed	1.855	.177	3.67	78	.715	-1.12500	3.06689		-7.23071	4.98071
	Equal variances not assumed			3.67	77.354	.715	-1.12500	3.06689		-7.23151	4.98151

D. Social Media Preference Among Employees in Organization

Referring to Table 4, data shows that 100% from 120 employees in organisation choose WhatsApp as a platform in supporting them to enhance their job performance. They rely on WhatsApp as this platform are convenient to use and useful for them in improving their task.

Table 4. Social Media Preference Among Employees in Organization.

Medium	Frequency	Percentage
Facebook	89	74.2
Instagram	110	91.7
Twitter	82	68.3
WhatsApp	120	100

Conclusion

Overall, this study has explored the concepts for the social media reliance in organizations associated to usage of communication channel with the intention to increase their job performance. It has also discovered elements that motivate users to select it as a preferred medium in organizations. It is vital to identify the reasons for choosing the right medium, as it is significant for the organizations to gain benefits from using or choosing the selected channel or medium to communicate. Evidently, selecting the right medium to communicate in organizations is based on their trusts and how users perceive the medium. Generalization of users' acceptance phenomenon is based on Technology Acceptance Model (TAM) theory. The TAM theory that focuses on the process of using technology, where "Intention to use" are the key factors for choosing a certain technology.

In addition, the TAM theory suggests that users' behavioral intention to use a technology is affected by its perceived usefulness and the perceived ease of use to the technology. Besides, the TAM theory indicates that users would not appreciate technology that needs a lot of efforts to navigate through it. Instead, users will appreciate easy access through the technology. Users do not only expect simplicity in using the technology, but also an adequate level of usefulness and easy to use the technology. Organizations that wish to promote the use of social media can benefit by providing support and enhancing extensive relations among colleagues to facilitate this perception. It also implies that people who like and enjoy organization climate change are more likely to accept new technology within their working environment. An application perceived to be easier to use is more likely to be accepted by the users. Apart from that, social media does not require any monthly fee and it's easy to use. Over and beyond, smartphone users can communicate and fully utilise function of social media from their phones at any time from any location provided they are connected with the internet connection.

Generally, in the usage of social media, managers can share information and knowledge with their employees in order to perform the task. Therefore, job performance will increase as social media can provide information for information change and knowledge sharing. In this situation, employees choose WhatsApp as their Social Media platform for the advantage of perceived enjoyment, sociability, status, trust and cost effective offered by the medium intending to enhance their performance in organization.

Further studies on the numerous usages of the social networking sites in organizations based on other new technologies are needed to be viewed to look into other perceptions of the social media. A comparison study of the effectiveness of different channels and various tools may help organizations to identify the suitable tools for the development of the organizations.

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Author Contributions

Ahlam Abdul Aziz- Data Analysis and Article Writing
Shazleen Mohamed- Review and Editing
Khairul Azman Abdul Rashid- Data Collection

Conflict of Interest

The authors declare no conflict of interest.

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