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USAGE OF SOCIAL MEDIA TO ENHANCE JOB PERFORMANCE AND REDUCE STRESS IN ORGANISATION

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ABSTRACT

Social media is frequently used as a tool to help employees perform their jobs in the organisation. The use of media technologies can help employees to reduce their stress and improve their job performance for their key performance index. This study aims to describe the use of Facebook as the mediating factor to reduce stress and enhance job performance. The Technology Acceptance Model was applied in this study as justifications of encouraging employees to adapt Facebook in helping them with their tasks through perceive ease of use and perceive usefulness. This study also indicates that hypotheses on usage of Facebook does not mediate the relationship between both perceive usefulness and perceive ease of use on employees' job performance.

Keywords: *social media, job performance, stress, TAM Model*

INTRODUCTION

Communication analysis suggests that people have the intention to feel gratified with the situation around them when they are able to explain, gain information, and interact with others in order to share information and meet the common understandings. Lack of information will cause frustration and regret and in turn, may cause pressure and strain due to job stress. Scholars have reported that employees expect information related to their job such as their surroundings, proper guidelines regarding their tasks, as well as on other employees are provided in order for them to feel secured in the workplace (Kumar & Giri, 2009).

The introduction of social media has been widely accepted by employees and it has also been considered as part of the communication tool in the organisation. Organisations often use social media such as Facebook and LinkedIn to communicate internally such as communicating with one another within the organisation and communicate externally by promoting and developing network with the external environment.

In this present day, managerial level also acknowledge the importance of using social network as a communication tool in the organisation. Bennett, Owers, Pitt and Tucker (2010) reported that top managers of organisations have no doubt on the purpose of using social networking today and that it is imperative and compulsory as it can affect the organisation's business prospect. With the development of smart phones, social media can now be accessed anywhere and at any time. Kasavana, Nusair and Teodosic (2010) admits that the use of cellular phones allow users to stay connected with other people without any boundaries.

As reported by Wickramasinghe and Nisaf (2013), social media is familiar with a sequence of output and services that combine creation of content, networking, sharing, teamwork and participation that support current networks or the formation of new ones. Wickramasinghe and Nisaf et al., (2013) also indicates that social media are in high demand among employees who can access the internet, and online facilities to ensure that they can communicate with other people although they are not at the same location.

The adoption of social media by employees in the organisation can lead to the improvement of job quality, job satisfaction, and productivity. In other words, the use of social media can lead to employees achieving higher job performance. Leidner, Koch and Gonzalez (2010) indicated

that encouraging communication through social media such as Facebook in the workplace can have a positive influence on retention and increase the employees' responsibility towards the organisation thus leading to a greater work-life balance.

In addition, Ali-Hassan, Nevo, Kim and Perelgut (2011) indicated that by adopting social media at the workplace, it can also develop the employees' job performance by improving their communication skills and social networking.

Individuals who are engaged in social media will enjoy benefits such as solving work-related problem solving, collaborate with other organisation members, obtaining support from other colleagues to fulfil their job tasks, and gaining knowledge from others (Wickramasinghe & Nisaf et al., 2013). Principally, Wickramasinghe and Nisaf et al., (2013) proposed that organisations would gain advantage from the usage of social media related to their job tasks. In point of facts, benefits they obtain in distinction to the usage of social media by the employees would be something useful to the organisations. Organisations can propose guidelines that can balance the usage of social media among employees in order to boost the employees' achievements.

Specifically, the positive relationship between collaboration of work and job performance became the license for a higher level of lenient organisational policy on employees engaging with social media (Wickramasinghe & Nisaf et al., 2013). Bennett, Owers, Pitt and Tucker et al. (2010), mentioned that the advantages of adapting social networking in the organisation will increase knowledge, productivity, and develop better attitude of the employees

Social media such as Facebook, Twitter, and Telegram has been fully utilised within the working environment. Like other equipment, organisations need to discover their objectives, discuss their plans and supervise their progress. Good organisations are figuring out how to leverage social tools to create real results (Lauby, 2013).

Objective

This research suggested a theoretical framework of civil servants on the approbation and their desire to use the social media mostly on the Technology Acceptance Model (TAM). The purpose of this study was to analyse the interrelation of civil servants' perceived usefulness and perceived ease of use of social media towards their job performance in the organisation.

Research Hypotheses

In related with the earlier stated objectives and based on the consistency of the similar literature, this study verified the related hypotheses:

- H₁: Usage of *Facebook* among civil servants mediates the relationships between perceived usefulness and their job performance in organisation.
- H₂: Usage of Facebook among civil servants mediates the relationships between perceived ease of use and their job performance in organisation.

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

Model that describes the technology acceptance by users is the Technology Acceptance Model (TAM), introduced by Davis in 1986. TAM has confirmed as the theoretical model that helps in defining and anticipating user behaviour of information technology (Anandarajan, Simmers & Igbaria, 2000). According to Ajzen and Fishbein (1980), TAM recognized as a substantial extension of theory of reasoned action (TRA).

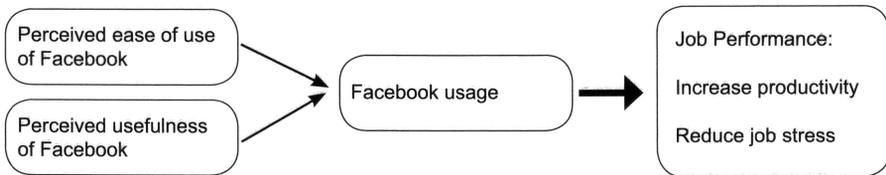


Figure 1: Theoretical Framework

METHODOLOGY

Sample And Procedure

A set of questionnaires was distributed to 400 civil servants at a local university in Shah Alam, Selangor, Malaysia. Of the 354 returned questionnaires, a total of 305 of the respondents indicated that they are using Facebook to communicate in their organisation and they had answered the entire questions in the questionnaire. Respondents include one hundred and fourteen (114) male while one hundred and ninety one (191) were female. The majority of the respondents (71.9%) are aged between 20-39 years old. Half of the respondents (50.2%) are administrative staff while 49.8% of them are academic staffs which include lecturers, senior lecturers, and Associate Professors.

Measures

Perceived ease of use. This variable was first measured with a six-item scale through Davis, 1989, and was modified to specifically reflect the kind of that been considered in the study. Respondents were asked to answer eight items to measure their ease of use on Facebook using a 5-point Likert scale from 1 (strongly disagree) to 5 (strongly agree).

Perceived usefulness. This variable was also initially measured with a six-item scale (Davis, 1989) and modified to reflect the Facebook in its content. Respondents were asked to answer six items to measure their usefulness on Facebook using a 5-point Likert scale from 1 (strongly disagree) to 5 (strongly agree).

Facebook usage. Three indicators of Facebook usage used in this study. They were: (i) term of daily use of the Facebook at work; (ii) standard of usage; and (iii) Facebook activities.

Term of daily use of the Facebook were measured using open ended question that consists of the amount time spent on the Facebook per day and frequency use of the Facebook daily.

Standard of usage was measured on a five point scale ranging from 1 (not at all) to 5 (very extensive- more than three times daily).

Facebook activities used as an indicator of overall Facebook usage. Respondents were directed to point out on a scale of 1 (not at all) to 5 (very extensive), the extent to which they used the Facebook to fulfil 11 different

activities through status posting, sharing link, send message through inbox, chatting, comments on friend's post, link and picture, uploading pictures, tagging pictures, view pictures, uploading video, tagging video and viewing videos. The responses to each item were calculated over the 11 activities to get a composite score of the usage. The scores could categorize from a high score of 55 that correspond to very extensive use to a low score of 11, correspond to no usage of any of the listed activities.

Increase Productivity was assessed with 5-point Likert scale ranging from 1 (greatly not true) to 5 (greatly true). Respondents have to figure out how the usage of Facebook as communication medium had changed their overall satisfactory and contribute to their productivity. Productivity referred to an assessment of their job outputs relative to their job inputs (Anandarajan, Simmers & Igbaria, 2000).

Reduce job stress. Four item instruments were being measured using 5-point Likert scale ranging from 1 (greatly not true) to 5 (greatly true) adapted from Lee, Rhee & Dunham (2009).

RESULT AND FINDINGS

Test for Mediation Effects

The result of the mediation test for perceive usefulness and perceive ease of use on the impact of using Facebook is indicated in a diagram displayed in Figure 2. Figure 2 indicates the direct and indirect effect when analyzing the mediator in the model. The direct effect is the effect that goes directly from exogenous construct to endogenous construct, while the indirect effect is the effect from exogenous construct to endogenous construct that goes indirectly through the mediator in the model. The concept of mediation in latent constructs is equivalent to that of the observed variables.

Figure 2 below shows the position of mediator construct of impact of using Facebook in the model. Based on the model, researcher is assessing the usage of Facebook as a mediator in the following relationships:

1. The relationship between perceive usefulness and job performance.
2. The relationship between perceive ease of use and job performance.

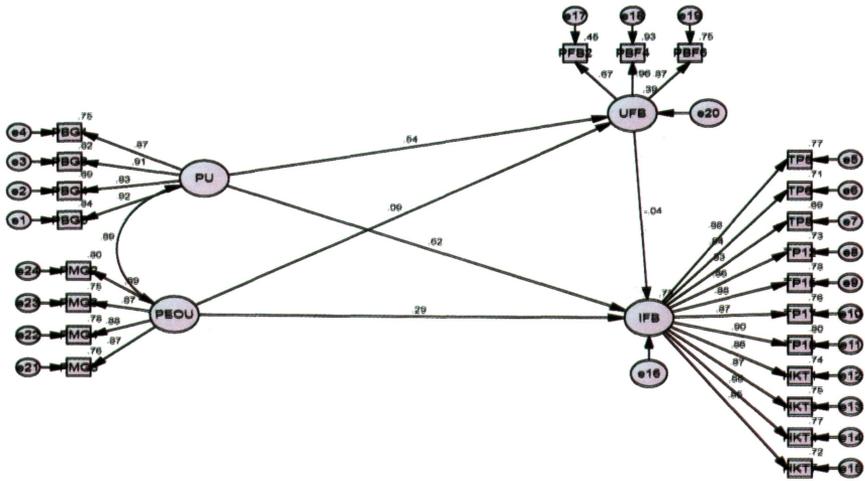


Figure 2: The Standardized Regression Weights for Every Path in the Model

Fix Index Model:

CMIN	636.559
DF	203
RATIO (CMIN/DF)	3.136
P-VALUE	0.000
CFI	0.938
IFI	0.938
NFI	0.912
TLI	0.930
RMSEA	0.080

Testing the Mediation Effect of Usage of Facebook in the Relationship between Perceive Usefulness and Job Performance

In obtaining the standardized regression weights and the probability values which indicate the significance for the respective path. Table 1 gave more required information:

Table 1: The Standardized Regression Weights and Its Significance for Each Path

Construct	Path	Construct	Estimate	P-Value	Result
Usage of FB	←--	PU	0.54	0.001	Significant
Job performance	←--	Usage of FB	-0.04	0.001	Significant
Job performance	←--	PU	0.62	0.001	Significant

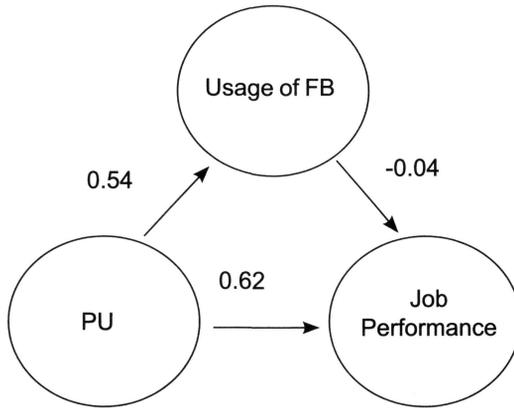


Figure 3: Diagram of Mediation Effect on Perceive Usefulness

- i) The Indirect effect = $0.54 \times -0.04 = 0.5$
- ii) The Direct effect = 0.62 0.584
- iii) Both indirect path (PU to UFB and UFB to JP) are significant
- iv) Since Indirect effect < Direct Effect, no mediation occurs
- v) No mediation occurs here although Direct Effect is still significant after mediator enters the model

The hypothesis statement: H_a : Usage of Facebook not mediates the relationship between perceive usefulness and Job Performance.

Table 2: The Result of Mediation Test

Hypothesis Statement of Path Analysis	Estimate	P-Value	Results of Hypothesis
Ha1: Perceive Usefulness has significant effect on Usage of Facebook	0.54	0.001	Supported
Ha2: Usage of Facebook has significant effect on Job Performance	-0.04	0.001	Supported
Ha3: Perceive Usefulness has significant effect on Job Performance	0.62	0.001	Not Supported

The results of hypothesis in Table 2 indicate that Usage of Facebook does not mediate the relationship between perceive usefulness and Job Performance.

Testing the Mediation Effect of Usage of Facebook in the Relationship between Perceive Ease of Use and Job Performance

In obtaining the standardized regression weights and the probability values which indicate the significance for the respective path. Table 3 gave more required information:

Table 3: The Standardized Regression Weights and Its Significance for Each Path

Construct	Path	Construct	Estimate	P-Value	Result
Usage of FB	←--	PEOU	0.09	0.509	Not Significant
Job Performance	←--	Usage of FB	-0.04	0.001	Significant
Job Performance	←--	PEOU	0.29	0.001	Significant

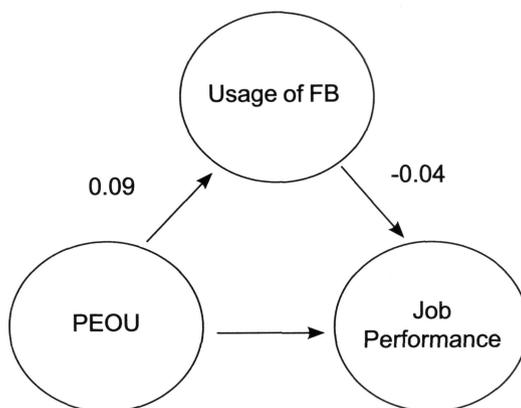


Figure 4: Diagram of Mediation Effect on Perceive Ease of Use

- i) The Indirect effect = $0.09 \times -0.04 = 0.05$
- ii) The Direct effect = 0.29
- iii) Indirect path of PEOU to UFB is not significant while UFB to JP are significant
- iv) Since Indirect effect < Direct Effect, no mediation occurs
- v) No mediation occurs here although Direct Effect is still significant after mediator enters the model.

The hypothesis statement: Ha: Usage of Facebook not mediates the relationship between perceive ease of uses and Job Performance.

Table 4: The Result of Mediation Test

Hypothesis Statement of Path Analysis	Estimate	P-Value	Results of Hypothesis
Ha1: Perceive Ease of Use has significant effect on Usage of Facebook	0.09	0.509	Not Supported
Ha2: Usage of Facebook has significant effect on Job Performance	-0.04	0.001	Supported
Ha3: Perceive Ease of Use has significant effect on Job Performance	0.29	0.001	Supported

The results of hypothesis in Table 4 indicate that Usage of Facebook does not mediate the relationship between perceive ease of use and Job Performance. There is no mediation occur although the direct effect is still significant after mediator enters the model.

DISCUSSION

Result from this study shows that perceive usefulness is significantly not related to the Facebook use in helping employees performing their task. However, perceive usefulness has supported the effect of using Facebook in organisation but not with the effect of using Facebook to enhance employee's job performance. Employees found out that social media such as Facebook is useful if they use the technology to communicate with others in their daily life, but not while performing their tasks in the organisation. This findings however contradicts to the study by Liu, Chen, Sun, Wible & Kuo (2010) whereby users who found out that technology is easy to use, they will feel it is more useful; therefore they will have a stronger intentions to use it in future in order to make helps them in performing their task in organisation. In other words, if the use of social media can reduce their stress, they must believe that it can also help them to perform better in their jobs. But, in this situation it is the other way around.

However, when discussing regarding the technology that is easy to use, actually is not relevant to this study. Finding shows that perceive ease of use not significantly related to the Facebook use in helping employees doing their jobs in the organisation. The findings also show that in believing of easy to use technology, not really encourage users to use that technology to help them doing their task in organisation. Therefore this finding is not supported by the study that had been done by Ramayah, Muhamad and Aafaqi (2003). They suggested that researcher found out that perceived ease of use is beneficial in predicting perceived usefulness (Ramayah, Muhamad & Aafaqi, 2003). This situation occurs may be because of the respondents are not confident that the technology is easy to access and help them in performing their tasks. Researcher may found out that by easy accessing to the social media during working hours will interrupt them from focusing to their main task and will not help them in performing their jobs better. Besides that, technology does not help them in reducing their stress.

CONCLUSION

Employees may not comply their best of their capability due to lack of commitment and focus to their work and task. Nucleus Research (2009) strictly reported that fully accessing to social media such as Facebook and Twitter during working hours turn out in a 1.5 percent reduce in productivity and performance. Social media also can lead to distraction, disturbance and can reduce the employees job performance.

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