

Social Media Communication and their Contingency Impacts on the Sustainability of Organization Performance and Practices

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DOI Link: <http://dx.doi.org/10.6007/IJARBSS/v7-i11/3524>

Published Date: 18 November 2017

Abstract

One of the focused areas researchers have been interested in is the re-evaluation of the performance and practices of an organization especially exploring and finding some indicators that would reflect as accurately as possible the subtleties of the organization's entity. The main purpose of this paper is to highlight the company performance and practices measurements and ways to sustain them by using social media communication. Organization performance and practices is a concept that afloat many questions concerning the most accurate or the best method of measuring the performance at the organization level. The sustainability of the company performance and practices is another area of interest that are tightly attached to the organization performance. The research methodology has aimed at studying the contingency impact of using social media communications to sustain the organization performance and practices. If the communications are considered one of the factors to influence the organization performance and practices, the modern approach to communication through social media offers a new perspective on the sustainability of organization performance and practices. The organization performance and practices are also heavily depending on the level of data security that it put in place. In conclusion, after the theoretical study, the authors have noticed that by using social media communications the organization can disseminate important and vital information to a wider group potential of clients or customers. Feedbacks from the bigger can be used to improve the organization performance and practices. Hence, to sustain the existence of the organization performance and practices depends on how positively the wave of social media communication.

Keyword: Social Media, Sustainability, Organization Performance And Practices.

Introduction

Social media communication is the use of an app-based latest technology to facilitate connectivity between individuals, groups, organizations, countries and the world. This technology has embraced its own patent by creating online communities. Social media has formed a unique landscape on the borderless world as there is no separation gap in global

communication. Communications by using social media in the workplace, these technologies have both perspectives of positive and negative consequences. (Zoonen, Verhoeven, & Vliegthart, 2017). Social media is a system that is open and public-oriented. Hence, its use must have advantages and disadvantages. The use of social media also has an impact on the performance and practices of an organization. Nowadays, many organizations have been using social media communication as an intermediary of organizations and clients because this method of use has become the latest trend of communicating. It is very important for an organization to view more benefits from a positive perspective. (Tajudeen, Jaafar, & Ainin, 2017). The use of social media in the workplace refers to work experience, organizational news or industry-related information sharing (Van Zoonen et al., 2016a). One of the two main streams of research within the context of the organization has focused on the ability of social media use in forming individual ways of communicating with one another (e.g., Treem & Leonardi, 2012; Gibbs et al., 2013). Hence, the methodology of the variables helps to understand how technology is formulated but provides a limited view of the individual's impact on certain uses; for example the use of social media for work in an organization. This study attempts to identify the side effects of using social media communication that has the advantage of efficient access and communication. In addition, studies on the disadvantages of disruption and work-life conflict. Both studies of these advantages and disadvantages are not technological or objective characteristics of the study of Evans et al., 2016) but rather the tendency to contingency impact of different uses of the organization. Therefore, this study aims to provide more insights on the use of social media communication and their contingency impacts to organization performance and practices in daily routine working. This study aims the social media communication usage in terms of online communication and communities such as Facebook, LinkedIn, Twitter, Youtube, Instagram, Whatsapp and Telegram that afford visibility, editability, persistence and association between content and people (Treem & Leonardi, 2012). This study also focuses on the contingency impacts associated with the technologies, environment and the sustainability of organizational performance and practices. Besides that, this study will investigate the benefits associated (positive and negative side) with social media communication between organizations.

Literature Review

Workers in an organization use public social media to communicate, to work and engage in work-related information sharing (Utz, 2015). The 24-hour total is always connected, facilitated by social media use, facilitating the intrusion of work into a private domain (Bucher et al., 2013). Recent findings (Van Zoonen et al., 2016a, b) suggested that 36.5% of the Tweets sent from personally owned Twitter accounts are work-related; as much as 48.9% of work-related tweets sent outside office hours. This statement supports the work-related conversations on social media continue during time-off, making invasion inevitable (Bucher et al., 2013). Social media has been in trouble in navigating between life domains has been extensively discussed (Ollier-Malaterre and al., 2013). Psychological expenditures have depleted an employee's resources in order to resolve these work-life conflicts (Van Zoonen et al., 2016b).

The main function of social media in the context of online communication is a social lubricant between organizational members making ongoing conversations and connections for smooth communication. Social media gives echo chamber highlights the ability to connect with people with the same thoughts and ideologies. Thus, social media has fostered the creation of

communities of practice. Furthermore, social media as a leaky pipe contributes to the social capital in which the organization's communications reflect the actual activities of the organization. Leaky communication allows people to follow what others do more easily. Indirectly impacting on daily performance and practices of employees/organizations. From the perspective of goodness, social media leads to effective communication and increased exchange and access to information, adding to the multivocality of communication, increasing the reach and richness of communication with simultaneous co-creation of rhetorical content (Huang et al., 2013). Efficient communication through social media communication can achieve work / organizational goals and assist in addressing job demand and psychological costs associated with workers in the organization.

Given the immediate exchange of information and inquiries, the use of social media can increase disruption while working and this involves performance and practices management in the organization itself. Social media-related to demands from organization and clients that increased connectivity may result in the negative consequences such as work-life conflicts and interruptions of performance and practices in daily working. An email use and smartphone use in the workplace is the example of interruptions that have been identified as an undesirable outcome of different ICTs communication (Fonner & Roloff, 2012; Ter Hoeven et al., 2016). Increased use of social media such as other data-intensive communication technology has exposed workers to more time spent interacting that could disturb the daily work routinely within the organization. Generally, according to (Gibbs et al., 2013), social media facilitates the collection of unexpected tasks and requests generated by the inclusion of messages that cause interference. This accumulation of information and messages can deplete an employee's energy (Derks & Bakker, 2014) and reduce engagement (Ter Hoeven et al., 2016). Hence, it is considered as a social media communication request.

Social media has contributed to horizontal and vertical communication and knowledge sharing in organizations in a cost and time-efficient manner (Ellison et al., 2015; et al., 2013; Utz, 2015). Therefore, social media serves as platforms to efficiently exchange work-related information (e.g., Utz, 2015). Efficient communication is defined as communication is effortless, time efficient and necessary for achieving work goals (Ten Brummelhuis et al., 2012).

The accessibility will increase and enhances employee's feelings of (virtual) proximity and be in touch with colleagues through social media communication (Treem & Leonardi, 2012). Accessibility refers to the convenience of employees to be contacted by colleagues (Ten Brummelhuis et al., 2012). According to (Treem & Leonardi, 2012), social media communication can increase the concentration of employees in organizations and improve performance so they tend to make a wise decision (Utz, 2015). Through social media communication, it also gives employees the most valuable experience to help others and become competent, flexible and more responsible employees of entrusted tasks. The use of this communication technology has been linked to engagement as it serves as an enabler for connectedness to colleagues and supervisors, therefore fulfilling their work-related state of mind without having to worry about social disconnection. (Fujimoto, Ferdous, Sekiguchi, & Sugianto, 2016, pp. 3317). Therefore, being accessible is expected to enhance the involvement of workers to better work and reduce the feeling of being exhausted (Ter Hoeven et al., 2016).

Among the challenges that often arise from perpetual connectivity in the use of social media is creating a situation in which employees can be reached anytime and anywhere (Bucher et al., 2013; Treem & Leonardi, 2012). Although this situation can help the employee continue contacting, it also provides difficult task workers (Leonardi et al., 2010), which gives impact on workplace interruptions (Jarvenpaa & Lang, 2005; Ter Hoeven et al., 2016).

Discussions

This study provides a clear understanding of social media's contingency impacts to the organization performance and practices and provides the benefits of social media usage. This study supports the notion that the positive and negative consequences of the use of social media coexist. It gives a view of the psychological process triggered by the use of social media for the organization, which links these behaviours and delays. In particular, the use of social media for work may trigger two different psychological processes namely the process of deteriorating health and motivational processes and through the positive and negative outcomes associated with employment. Positive consequences trigger motivational processes; suggest that communication and efficient access are functioning in achieving the goals of work and meeting basic psychological needs, thus contributing to engagement.

Contingency impacts

This study emphasizes the importance of taking both claims and resources when assessing the consequences of using social media within the organization. In particular, the use of social media-related work fosters more efficient communication and better access, thereby reducing fatigue and increasing engagement. At the same time, social-related social media led to disturbances and conflicts of boundaries, resulting in adverse effects on fatigue and involvement. This situation affects the health of employees and can reduce the level of performance to the organization. This suggests that employees recognize the benefits of using public social media to work, as it enables them to become more accessible and share information and communicate more efficiently. The negative consequence triggered the process of deterioration of health, which indicates that conflicts and lifelong disorders require psychological expenses, which in turn can increase fatigue (Zoonen et al., 2017).

At the same time, however, organizations recognize the failure of the use of public social media in the work, as the multiple social connections and social groups on the platform cause disruption in daily work processes and increase work-life conflicts. Furthermore, the results show that the source of social media communication has a stronger impact on the involvement of fatigue, while the demands associated with social media produce conflicting effects. This gives additional support to the notion that the positive and negative consequences of the use of social media for work are indeed mimicking requests and resources. Resources that relate to social media, which are communication and access efficient and triggering motivational processes and help achieve work and organization goals. Hence, this positive effect seems to fulfil the basic psychological needs, such as relevance and efficiency, and thus contribute to engagement.

Thus, social media is well suited to the existing infrastructure because the technology is very easy and easy to accept by any organization. In general, social media is considered cost-effective, but there may be costs in terms of using dedicated staff to monitor, update, and respond to customer inquiries on an ongoing basis. Moreover, running campaigns on social media also cost. This study reveals that cost-effectiveness is not an important factor in the

use of social media communication within an organization's organization. Currently, social media is primarily used to interact with customers and to advertise products and services faster and faster. Hence, it makes the organization quickly recognized and expedited the establishment process. Very few organizations in Malaysia are now using social media for sales activities involving transactions. Product marketing activities are still manual through print advertisements. Therefore, structural guarantees may not be an important factor in the adoption of social media at this time. On the other hand, social media service providers like Facebook and Twitter are world-renowned and the features of this site are quite consistent and common to all users (older and younger generation), so structural guarantees may not be a problem. Therefore, the findings show that structural guarantees are not an important factor for the use of social media in the organization. Since social media does not involve large investments or large risks, disposal to take risks and act entrepreneurially may have little effect. Moreover, organizations need not be very innovative to use social media communication platforms. Even single owners who have small businesses and selling basic goods can use social media to advertise their products and services. For example; The latest trend is to promote the sale of products/goods via Facebook. This is because Facebook is a social media platform that distributes information quickly and effectively and other Facebook account holders can also viral the sales / promotional information. Therefore, the firm's entrepreneurial orientation cannot play an important role in the use of social media in the organization.

Social media provides interactive communication with future customers and future potential, and this benefits the organization in terms of enhanced customer relationships. The interactive nature of social media creates two-way communication between the organization and the public, which has helped to improve the relationship between the two parties. Also, many organizations have started advertising their products and services on their corporate social media pages. Social media has the capability to reach a larger audience with minimal cost and time. Hence, organizations can see immediate returns on limited investment in marketing and customer service activities. Organizations can also access a lot of information about customers and competitors through social media. They can understand customer preferences, needs, demands, and frustration. Social media also helps get more information about their organization's competitors, their activities, their tactics, and their brand sentiments, which help them improve their products and services to achieve greater impact on organizational performance.

Social media interactivity and cost-effectiveness have been assessed through their relationship in the use of social media communications. Similarly, for organizational contexts, previous studies use descriptive steps, such as company size and scope, centralization, announcements, the complexity of management structure, human resource quality, and internal sagging resources. This study, from considering descriptive measures, investigates the impact of the firm's entrepreneurial orientation on the use of technology. In addition to the often-used factors, interactivity and entrepreneurial orientation have improved it and made it more appropriate to be used in a highly collaborative and interactive research of new social media and technology technologies. The study also clearly identifies and categorizes the effects of social media use on organizations in terms of cost reduction in marketing and customer service, enhancing customer relationships, and enhancing access to information.

The use of social media communication has created a debate about the contingency impacts of the positive and negative aspects of social media itself. Most organizations are confused about the acceptance of advantages and disadvantages of performance and practices within an organization. This study provides detailed sketches on the impact factors that enable managers and decision makers to understand the true importance of social media. It facilitates their understanding that the use of proper and effective social media will enhance the organization's performance in various fields. For example, research findings show that social media has a positive impact on organizations in terms of cost reduction in marketing and customer service activities. Likewise, the use of effective social media also enhances customer relationships and makes them loyal customers. The social media has increased access to information about customers and competitors. The evidence given by the study on the benefits of social media encourages top management to provide early and ongoing support for the use of social media within the organization. The identification of identified social media provides a clearer understanding of decision makers so that they can concentrate on important factors relating to the use of social media. Additionally, this study reports the various purposes that social media uses to improve the performance and practices of an organization. Hence, organizations can understand the diversity of social media use and allow them to make timely and quick decisions in achieving organizational goals.

Additionally, social media communication in organizational performance and practice, knowledge sharing and boundary conflicts are reasonably well established. However, the use of social media communications is related to the well-being of workers through an opponent's mechanism. Recent studies have shown that social media usage improves performance (Leftheriotis & Giannakos, 2014). However, this view may be disputed when considering the relevant social media resources and claims, indicating that employees will only improve performance through the use of social media, as long as relevant resources exceed demand. At least this relationship can be further disaggregated by considering how demand and resources related to social media affect the relationship between the use of social media for work and job performance (Bakker & Demerouti, 2007).

Although the use of social media has increased among employees as positive associations are brought, employees may also experience negative consequences that may cause fatigue and reduce engagement. This study suggests that organizations that allow or support the use of social technology should focus on protecting employees from increased aggression between the life domain and the increased disruption that workers may experience. Organizations can focus on two interventions. First, management efforts can be directed to offer additional resource workers that can help ease the negative impact. This suggests that employees do not necessarily benefit from the use of social media related to work in terms of their well-being. Therefore, management efforts should be directed to leverage employees from social media demands on them, while utilizing social media offer resources. Additional resources that can be offered by the organization and can help balance the balance of social media use enhance social support and implementation of work initiatives. Other resources that can facilitate the organization are training programs to improve the digital literacy of workers. Second, organizations can simplify these technology use guidelines to help employees cope with social media demands. In that regard, not only the social media guidelines but social norms have been found to be essential to the use of technology. Basically, this means employees should not ignore or refrain from using social media if they are committed to

succeeding in a social environment that is expecting continuous and responsive responsiveness. This suggests that the frame of collective technology has an important influence on how social technology is used. Therefore, organizations should focus on the social or social origin and social solutions such as the use of these technologies to interfere with the domain of the personal life of the employees. Organizations can identify employee expectations and solutions to connection trap related to the use of communication technology. By facilitating discussions among employees, organizations may be able to create official guidelines and best practices set up in the social use of communication communications among employees.

Conclusions

In order to investigate the usage of social media considering social media tools such as Facebook, Twitter, Youtube, Instagram, Whatsapp and Telegram in general, we cannot avoid the contingency impacts of social media communication involved the organization performance and practices. The impact of contingency on social media communication involves organizational achievements and practices. To investigate the use of social media communication as social media tools such as Facebook, Twitter, Youtube, Instagram, Whatsapp and Telegram are publicly available and anyone can access anywhere and anytime, regardless of any generation either young or old as long as you know using the app and the platform. In conclusion, the role of social media is crucial to the latest trends as one of the methods to speed up effective communication and save cost and time. However, it should be emphasized here that the use of social media has contingency impacts that will influence the direction of performance and practices within the organization. Hence, organizational management involved in the use of social media communications should play an important role in monitoring the dissemination, sharing and access to secret information within the organization.

Recommandations

Given some empirical studies have studied the impact of social media use on organizational performance, there are many ways to expand this study and more indicators for future research that can be considered. Since each social media tool has unique features and provides different benefits, future studies can focus on a particular social media tool and investigate in detail, which may provide a complete understanding of the effects of certain tools on the organization. For example; data collection and communication pattern in the use and dissemination of information through the Facebook platform. Future studies need to be done to compare results between different countries for verification purposes. Similarly, there may be other social media impact factors that are important for other geographic contexts. This is because the world is now boundless and accessible to the world. Future studies should include these factors and investigate them in different country settings. This study is incomplete, so additional research is needed to advance our understanding of the consequences that are contrary to social technology, and examine the conditions in which the negative and positive effects become more profound.

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