THE CULTURE OF SOCIAL MEDIA AT WORK PLACE

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Abstract

Internet-based social media has become a part of life of the public society in this era. Many people use Facebook, Whatsapp, LinkedIn, Blogs and other social media to interact to each other. With social media, people exchange information and share experiences in cyberspace. Furthermore, at the present, social media is already becoming a part of the organizational culture in work place. This study aimed to analyze the relationship between the culture of social media and knowledge transfer, the culture of social media and work performance, also of the knowledge transfer and work performance. The research samples consisted of 300 employees in the city of Medan and the data research collection used questionnaires. Meanwhile, the data analysis technique used partial least square. The result of the study indicates that there are significant and positive relationship between the culture of social media and knowledge transfer, the culture of social media and work performance, and the knowledge transfer and work performance.

Keywords: Culture of social media, knowledge transfer, work performance.

Introduction

The organizational culture was a subsystem in the organization other than subsystems such as business concepts, strategies and technologies (Alvesson, 2002). In the concept of management, the organizational culture means all the values, attitudes, beliefs, behaviors, practices and assumptions that shared by members of the organization (Schein, 1985). An organization has its own culture. The special characteristic of culture developed and practiced by the organization and distinguishes an organization than other organizations (Schein, 2004).

The new technology was one of the main factor influences the change of organizational culture (Kulvinskienė & Šeimienė, 2009). In this era, many organizations of company using new technology like information technology. Companies possess the potential to reach more customers or introduce new products (Shaqiri, 2015). In human development management, the information technology had been brought the change of staffing and development of employees (Baloh & Trkman, 2003).

The social media is an example of the new information technology. The social media technology effected to the organizational performance (Anderson, 2012; Cao, Guo, Vogel, & Zhang, 2016; Trainor, Andzulis, Rapp, & Agnihotr, 2013).

Furthermore, The social media technology so effected to the transfer knowledge (Yang, Alejandro, & Boles, 2011; Yates & Paquette, 2011). However, the research found that career success determinate with the professional site such as LinkedIn, but not found with non-professional site such as Facebook, Twitter and MySpace (Nikitkov & Sainty, 2014)

Based on those important reasons, this paper aims to examine the social media culture that is associated with the transfer of knowledge and performance of employees.

Literatur Review

The main issue in this paper is culture of social media. The Culture of organization was means the special values and characteristics in an organization (Schein E. H., 1985; Schein E. H., 2004). Today, the social media is a part of organizational culture for reach the performance of employee and corporate (Shaqiri, 2015; Baloh & Trkman, 2003; Anderson, 2012; Cao, Guo, Vogel, & Zhang, 2016; Trainor, Andzulis, Rapp, & Agnihotr, 2013).

The social media and the social network is two different terms. The social network sites as web-based services that allow individuals to construct a public or semi-public profile within a bounded system; articulate a list of other users with whom they share a connection; and view and traverse their list of connections and those made by others within the system (Boyd & Ellison, 2007).

Meanwhile, the social media is the broader term. The social media was web-based platforms that allow workers to: communicate messages with specific coworkers or broadcast messages to everyone in the organization; explicitly indicate or implicitly reveal particular coworkers as communication partners; post, edit, and sort text and files linked to themselves or others; and view the messages, connections, text, and files communicated, posted, edited and sorted by anyone else in the organization at any time of their choosing (Leonardi, Huysman, & Steinfield, Enterprise social media: Definition, history, and prospects for the study of social technologies in organizations, 2013). Type of the social media including collaborative projects, micro-blogs, blogs, content communities, social networking sites, virtual game, and virtual social worlds (Kaplan, 2012; Kietzmann, Hermkens, McCarthy, & Silvestre, 2011).

The social media had been studied by scholars. Generally, an research was shown that the information technology and internet was created the new business model (Shaqiri, 2015) and change the staffing and human development management (Baloh & Trkman, 2003).

In particularly, many researches were studied about relationship between the social media, knowledge transfer and work performance. Firstly, the studies of relationship the social media and knowledge transfer. One of research was found that the social media was facilitated the knowledge transfer and work performance

(Cao, Guo, Vogel, & Zhang, 2016). In the other research, the social media technologies were allowing for the transfer of tacit and explicit knowledge (Murphy, 2013). Knowledge transfer is made easier by the social networking sites (Leonardi & Meyer, 2015).

Secondly, the studies of relationship the social media and work performance. One of research was found that the social media was affected to work performance (Cao, Guo, Vogel, & Zhang, 2016). Other research finding was confirmed that there was an important relation between the use of social media and the work performance (Leftheriotis & Giannakos, 2014). An evidence of the research was shown that an interactive effect of using social media, positively related to customer relationship performance (Trainor, Andzulis, Rapp, & Agnihotr, 2013).

Thirdly, the studies of relationship the transfer knowledge and work performance. The Knowledge has been an interesting key in the revolution of information. Selecting the right information from numerous sources and transform it into useful knowledge is the major challenges (Smith, 2001). Organizations that are able to transfer knowledge effectively from one unit to another are more productive and more likely to survive than those that are less adept at knowledge transfer (Argote, Ingram, Levine, & Levine, 2000). One research was founded that knowledge and experience partnering leads to increased performance (Makino & Delios, 1996). The result of other research indicated that employee training, reward systems, support from the top management, and openness in communication was perceived to have a positive influence on employees' knowledge sharing, which, in turn, improved individual work performance (Kang, Kim, & Chang, 2008).

Conclusion of those studies is there is the positive relationship between the culture of social media and knowledge transfer; the culture of social media and work performance; also the culture of social media and work performance. The relationships shown in Figure 1.

Figure 1. Conceptual framework

Methodology

The research approach which used in this research was a survey. Respondents of research consisted of 300 employees in the City of Medan. The variables of this research were the culture of social media as an independent variable, transfer knowledge as a mediating variable, and workers' performance as a dependent variable.

The Research data was collected with a reliable and valid questionnaire. The questionnaire was designed by adopting relevant research, among others: culture of using social media (Cao, Guo, Vogel, & Zhang, 2016); knowledge transfer (Smale, 2008) and work performance (Hatry, 2006).

The data analysis technique was using partial least square as one method of structural equational modeling. Smart-PLS used to process the data.

Result and Discussion

This section describes four subjects, including: (1) respondents demography, (2) assessing the measurement model; (3) assessing the structural model; and (4) discussion, implications and limitations.

(1) Respondents Demography

The demographic characteristics of respondents shown in Table 1. There is four characteristics to know, among others gender, age, education and organizational type.

Table 1. Demographic characteristic of respondents

Measure	Number	Percent
Gender		
Male	163	54,33
Female	137	45,67
Age		
<21	2	0,67
21-30	96	32,00
31-40	143	47,67
41-50	42	14,00
>51	17	5,67
Education		
High school	51	17,00
Diploma	22	7,33
Bachelor	100	33,33
Master	115	38,33
Doctorate	12	4,00
Organizational Type		
Education	100	33,33
Government	200	66,67

(2) Assessing the measurement model (outer model)

Assessing the measurement model aimed to evaluate the adequacy of model comprising of two tests to assess the construct, validity and reliability tests.

Firstly, the validity test. An indicator is valid if loading factor greater than 0.5. In Table 2 showed that all values of loading factors higher than 0.5. It indicated that all indicators in this research were valid or adhere to the convergent validity.

Furthermore, discriminant validity needed to test indicators. An indicator is valid if it has the loading factors higher than the determined construct loading factors. As shown in Table 2, all indicators were adhere to the criteria. Another way to test the discriminant validity is by knowing the average variance extracted (AVE) higher than 0.5. The AVE values are valid for X2 (knowledge transfer), but invalid for X1 (culture of social media) and Y (work performance).

Table 2. Result of validity test

Outer loadings				Cross loading				Average variance extracted (AVE)	
Indicators	X1	X2	Y	Indicators	X1	X2	Y	Constructs	AVE
X1.1	0.573			X1.1	0.573	0.228	0.096	X1	0.480
X1.2	0.703			X1.2	0.703	0.326	0.220	X2	0.591
X1.3	0.721			X1.3	0.721	0.275	0.192	Y	0.412
X1.4	0.811			X1.4	0.811	0.333	0.314		
X1.5	0.630			X1.5	0.630	0.310	0.177		
X2.1		0.713		X2.1	0.301	0.713	0.137		
X2.2		0.780		X2.2	0.308	0.780	0.276		
X2.3		0.811		X2.3	0.375	0.811	0.322		
Y1			0.695	Y1	0.188	0.278	0.695		
Y2			0.717	Y2	0.188	0.226	0.717		
Y3			0.569	Y3	0.135	0.142	0.569		
Y4			0.589	Y4	0.080	0.062	0.589		
Y5			0.668	Y5	0.294	0.230	0.668		
Y6			0.595	Y6	0.183	0.223	0.595		

Secondly, the reliability test. The Composite reliability and Cronbach alpha used to assess the reliability. As shown in Table 3, this research construct was reliable according to the Composite reliability values (>0.7), and the Cronbach alpha values (>0.6).

Table 3 Result of reliability test

Construct	Composite reliability	Cronbach alpha
X1	0.820	0.727
X2	0.812	0.661
Y	0.806	0.725

(4) Assessing the structural model (outer model)

The result of the structural equation model shown in Figure 1. There were three relationships of variables in this research, among others, relationship between culture of social media and knowledge transfer, culture of social media and work performance, knowledge transfer and work performance.

Figure 2. Result of partial least square analysis for R-square interpretation

Figure 2 showed the R-Square values. The R-Square 0.185 indicated the culture of social media was able to explain the knowledge transfer by 18.5%. Meanwhile, the R-Square 0.142 indicated the transfer knowledge was able to explain the work performance by 14.2%.

Figure 3. Result of partial least square analysis for hypothesis testing

Furthermore, the hypothesis of this research tested by using the values in Figure 3 and Table 4.

Table 4. Values for hypothesis testing

Relationship	Original Sample (O)	Sample Mean (M)	Standard Error (STERR)	T Statistics (O/STERR)	P-Values
Culture of Social Media → Knowledge Transfer	0.430	0.436	0.055	7.798	0.000
Culture of Social Media → Work Performance	0.197	0.207	0.070	2.802	0.005
Knowledge Transfer → Work Performance	0.248	0.251	0.063	3.944	0.000

The results of hypothesis testing according to Figure 3 and Table 4 are: Firstly, the relationship between culture of social media and knowledge transfer was significant ($t=7.798$, $p=0.000<0.05$). The original sample value ($O=0.430$) indicated the positive relationship between culture of social media and knowledge transfer.

Secondly, relationship between the culture of social media and work performance was significant ($t=2.802$, $p=0.005<0.05$). The original sample value ($O=0.197$) indicated the positive relationship between culture of social media and work performance.

Thirdly, the relationship between knowledge transfer and work performance was significant ($t=3.944$, $p=0.000<0.05$). The original sample values ($O=0.248$) indicated the positive relationship between culture of social media and work performance.

Discussion, implications and limitation

This study aims was investigating the relationship between the culture of social media and knowledge transfer; the culture of social media and work performance; and the knowledge transfer and work performance.

Table 5. Conclusion of test values

Relationship	Direct effect	Indirect effect	Total effect	p-value	Notes
Culture of social media → knowledge transfer	0.430	-	0.430	0.000	Positive and Significant
Culture of social media → work performance	0.197	-	0.304	0.005	Positive and Significant
Knowledge transfer → work performance	0.248	-	0.248	0.000	Positive and Significant
Culture of social media → knowledge transfer → work performance	-	0.106	-	-	Non-mediating/ non-intervening

This study finds that there was the positively and significantly relationship between the culture of social media and knowledge transfer. It means, if social media was a part of organizational cultures will facilitate the increasing of knowledge transfer. This finding relevant to previous research such as Shaqiri (2015); Baloh & Trkman (2003); Cao, Guo, Vogel, & Zhang (2016); and Leonardi & Meyer (2015).

The positively and significant relationship between the culture of social media and work performance also shown the same conclusion. If the social media was cultured in work organization will affect to increasing the work performance. The research findings of Cao, Guo, Vogel, & Zhang (2016); Leftheriotis & Giannakos (2014); Trainor, Andzulis, Rapp, & Agnihotr (2013) are supporting the finding of this research.

The research previous of Smith (2001); Argote, Ingram, Levine, & Levine (2000); Makino & Delios (1996); and Kang, Kim, & Chang (2008) relevant with this research, because the relationship between the knowledge transfer and work performance was positive and significant.

Based on this research finding, author is suggesting the management of organization for build the culture of social media in their organization. With the social media, the members of organization will easily to exchange the information about the work knowledge for getting the aim increasing the work performance.

This research has some limitations. Firstly, in the measurement model assessment (outer model) the discriminant validity that shown in AVE values was invalid, especially for variables of the culture of social media and work performance. The second limitation, this research only analyzed the organization of government and education, meanwhile the organization of business was not focused at this study.

Conclusion

In the era of information technology, the management of organization must be understanding about the culture of social media at the workplace. As the finding of this research, the culture of social media was known influencing the knowledge transfer and work performance of employees.

Accordingly, management should be resetting the strategy for human development which focused on information technology. The culture of knowledge sharing using social media will increase the knowledge and skill of the workers. The consequence of ignoring the reality will block the organizational achievement in future.

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