THE IMPACTS OF SOCIAL MEDIA ON EMPLOYEES' PRODUCTIVITY AMONGST ADMINISTRATIVE EMPLOYEES AT UITM PAHANG, CAMPUS JENGKA

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ABSTRACT

This study focused on the impacts of social media on the employees' productivity at Universiti Teknologi MARA Pahang, Campus Jengka. A total of 113 questionnaires were distributed to the administrative employees by using simple random sampling, out of which 108 (98.58%) questionnaires were returned. A statistical analysis was conducted by using SPSS 23.0 to investigate the impacts of four factors of social media that consists of communication channels, knowledge sharing, intention to use and intrinsic motivation on employees' productivity. The findings showed that all four factors had mean scores within the range of high and very high. In addition, the results also revealed that the four hypotheses constructed showed positive relationships between the factors of social media on employees' productivity. Therefore, all the four research hypotheses were accepted. These findings are useful in assisting the employers in Malaysia to increase employees' productivity with the use of social media as one of the advanced information technologies.

KEYWORDS: employees' productivity, communication channels, intention to use, intrinsic motivation, knowledge sharing, social media.

1. INTRODUCTION

These days, there was an increasing trend on the usage of social media. The widespread of social media had penetrated the workplace and nearly all employees' use social media in the workplace with no limitation of access (Yeshambel et al., 2016). No matter where we are, either in Malaysia, Indonesia or any other country, we can still be connected to one another through social media. Social media can be defined as any application used to socialize with the online communities. There is a variety of social media sites that are free to be used such as Facebook, Twitter, Instagram, and Snapchat. It would be more convenient when those sites can be accessed through our smartphones. According to Hantula et al. (2011), social media helped to cope with the problems of communication

with others over long distances and improved the potentials for people to communicate at any time they like. According to Leftheriotis and Giannakos (2014), social media can be described as both web and mobile-based technologies that had been used to interact with the organizations, communities and individuals. Similarly, Cox and Rethman (2011), social media is when people are connected to the internet and utilize the online platform for the purpose of communication and interaction. The term 'social media' is also used to describe the web-based service that allows users to create and edit their own profile's content (Fawzi & Ashrafi, 2016).

Generally, social media has the potentials to allow employees to form online collaborations and communities for knowledge creation and sharing and provide better channels of communication which can enhance employees' productivity. With the help of viral marketing, organization can improve interactive web tools where users can share feedback, offer comments, rate products, read and write reviews, and digitally share information with others (Olaniran, 2018). However, if the employees were distracted from the social media, it can become a concern for the organization. There are several effects that can decrease employees' productivity in the aspects of human capital, social capital and organizational capital (Ferreira, 2009). Firstly, lack of online social media will give harmful effect to employee productivity towards human capital. According to Baron (2011), human capital is the knowledge, skills and experiences of individuals and their willingness to share these attributes to create value and development of their workforce to increase organization performance. If an employee is unable to do a good job and cannot complete the task given within the allotted time, it will adversely affect the reputation of the organization. Secondly, lack of online social media will affect employees' productivity towards social capital. Social capital is the jointly owned set of resources that are accurate to an individual or group due to their social connection, and also shared norms, values and understandings that facilitate co-operation within or among groups in an organization (Rodes et al., 2008). It also focuses on social relations that have productive benefits toward employees' productivity in an organization. Social capital can be considered as an asset that creates positive effects to the organization itself and to the people that was part of the organization. Lastly, lack of online social media will decrease employees' productivity towards organizational capital. Organizational capital is the combination of explicit and implicit, formal and informal knowledge which in an effective and efficient way structured in the development of the organizational activities of the firm that include culture, in which new workplace management skills and knowledge acquired through learning within the modern organizations were simultaneously and continuously adapted and learned to sustain performance. Simultaneously, other aspects of social media may also create risks, opportunities, threats, weaknesses and strengths. According to Yesshambel et al. (2016), 68.4 percent of employees spent most of their time on social media to enhance their personal networks, while another 86 percent of employees used office hours to visit online social networks. Since the popularity of social media has infiltrated the working environment, it should give positive effects towards employees'

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ISSN 2582-2292

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productivity. Therefore, the objectives of this study are as follows:

RO₁: to examine the level of social media's impact on employees' productivity at Universiti Teknologi MARA Pahang, Campus Jengka, and

RO₂: to investigate the relationship between the four factors of social media and employees' productivity at Universiti Teknologi MARA Pahang, Campus Jengka.

Based on the above objectives, two (2) research questions and four (4) hypotheses have been developed:

RQ₁: what is the level of social media's impact on employees' productivity at Universiti Teknologi MARA Pahang, Campus Jengka?, and

RQ₂: what is the relationship between the four factors of social media and employees' productivity at Universiti Teknologi MARA Pahang, Campus Jengka?

H₁: There is a relationship between intrinsic motivation and employees' productivity.

H₂: There is a relationship between communication channel and employees' productivity.

H₃: There is a relationship between knowledge sharing and employees' productivity.

H₄: There is a relationship between intention to use and employees' productivity.

2.   LITERATURE REVIEW

This study highlights the concept of social media as the independent variables and employee's productivity as the dependent variables.

2.1 Factors of social media

According to Bennett et al. (2010), social media is the medium where people are sharing the same interest and/or activities to build online communities. Sinclaire and Vogus (2011) described social media as a broad term involving software instrument that form user generated content which can be shared. Bolton et al. (2013) defined social media as any online service that allows its users to form and share a variety of content. There are four factors of social media in this study which comprise intrinsic motivation, intention to use, communication channel, and knowledge sharing. Ryan and Deci (2000) defined intrinsic motivation as doing something for the purpose of internal satisfaction such as the eagerness of personal enjoyment and interest or pleasure (Lai, 2011), while intention to use was described as the positive attitude of a person when using social media applications (Venkatesh & Davis, 2000). In the context of use of social media by the employees, the main motivational needs stated by Felemban and Sicilia (2016) included personal identity and entertainment. Individuals who joined social media due to personal identity's motivation were drawn by their desire to create their own distinct personalities while entertainment was the main motivator for people to use social media

to access fun activities available such as jokes, music and videos. Other than that, social interaction drove employees to use social media as a medium to interact with others and was known as communication channel (Kim & Ju, 2008). Berezan et al. (2015) identified clarity, usefulness, timeliness, friendliness and interactivity as the elements of communication channel that employees have decided to focus on. Employees preferred to use email as communication channel because it has the advantages of fast, cheap and easy to store, especially when they can be reviewed later. However, the previous study from Lipiainen et al. (2014) stated that using the email can be a disadvantage when recipients need to delete the information due to overload quantity of email at times. Apart from that, it may take too long in response time, especially when employees need to reply immediately. On the other hand, Gvili and Levy (2016) stated that employees preferred to use chat or instant messaging more, due to the immediate and intimate response for private communication. Social media has also provided the platform of knowledge sharing due to their unlimited natures and ease-of-uses. Employees who wanted to share and distributed information among groups were encouraged to use online communities or social networks that can spread information directly to many users (Smith et al., 2015).
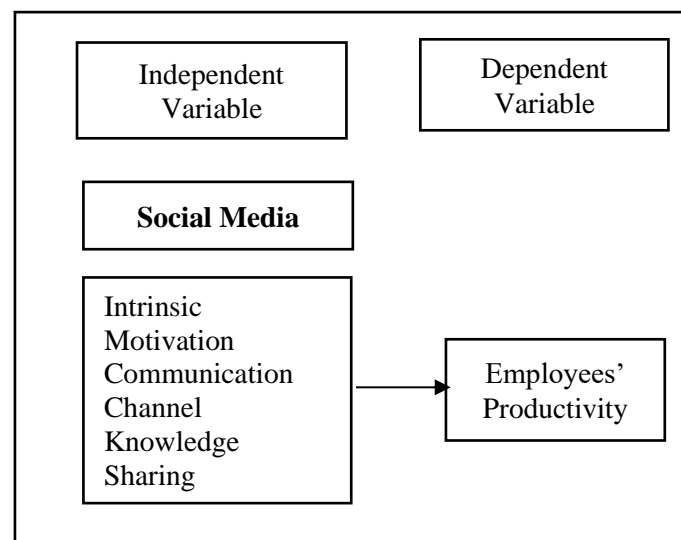
2.2 Employee's Productivity

According to Cao et al. (2016), employees used social media as an effective platform to meet friends, to obtain a sense of belonging and to develop relationships with others. It would enhance employee's productivity due to bundles of information and communication tools and providing multiple communication channels. Besides, by connecting people with common interests and background, the deployment of social media in the workplace was helpful to discover potential ties, to maintain professional networks and to strengthen ties towards employee productivity. Every organization using social media for their professional benefits such as creating customer relationship and employee relationship. Organization's productivity and profits are based on its employees' productivity and employees being strongly connected to social networks. According to Kishokumar (2016), some researchers stated that usage of social networks sites in the workplace are wasting time while others believe that it leads to improvements in job performance. Kandiero et al. (2014) believed that certain organization just turned a blind eye towards the use of social media in the workplace without considering the impact of such networks on employees' productivity or the benefits that the organization could have from the use of social media in the workplace. On the other hand, social media can become a source of concern to management as the possible damage to the organization's reputation that can be brought about by online posts. The use of web-based social media can affect the employees' productivity and overall company's performance. It was discovered that the use of social media at the work place will help employees improve their employees' productivity. Thus, organizations should comprehend social media while setting appropriate policies at the organizational level.

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2.3 Conceptual Framework

Figure 1 depicts the framework for the study adopted from Kim (2012) with the title *"Relationship between Social Media and Employees' Productivity"*. There were four factors of independent variables such as intrinsic motivation, communication channel, knowledge sharing, and intention to use while the employees' productivity was identified as the dependent variable. Firstly, intrinsic motivation may give the positive impact on the employees' behavior as it may increase the productivity when they enjoy in using the social media when performing their work (Davis et al., 2012). Secondly, communication channel can create engagement in different ways with others especially outside parties from the organization. Thirdly, knowledge sharing allows employees to share the knowledge and provides opportunities for mutual learning with the colleagues, partners, networks and other. Finally, most of the employees increase their intention to use social media when they enjoyed, and satisfied with that platform. Once they satisfied, they may become more motivated to perform their job.

Figure 1: Conceptual Framework for The Impacts of social media on Employees' Productivity amongst Administrative Employees at UiTM Pahang, Campus Jengka

3. METHODOLOGY

This study focused on the correlational study between the factors of social media and employees' productivity. The sampling was taken from a population of 161 administrative employees who were currently working at UiTM Pahang, Campus Jengka. Simple random sampling technique had been used as to accumulate 113 numbers of respondents. A set of questionnaires had been distributed to the respective respondents from eight departments, that is, Department of Administration, Department of

Treasurer's, Department of Academic Affairs Division, Department of Research & Industry Network, Department of Student Affairs, Department of Library, Department of Auxiliary Police and Department Facilities & ICT Management. The constructs of the conceptual framework were operationalized by multi-item measures using a 5-point Likert-Scales format, anchored by "Strongly Agree'" (5); "Agree" (4); "Neutral" (3); "Disagree" (2); "Strongly Disagree" (1). The Statistical Package for the Social Sciences (SPSS) version 23 was used to analyse the preliminary data. The process of data screening and cleaning was conducted in order to identify outliers. This was followed by descriptive analyses such as means, standard deviations, frequencies and reliability testing of the scales. The independent variables were taken from Lin (2007), and Leila et al. (2013) while the items of employees' productivity was adapted from Terry et al. (2007). Overall, 108 responses from 113 respondents (a response rate of 95.58%) were usable and a total of five questionnaires were rejected.

4. RESULT AND DISCUSSION

Table 1 shows the demographic profile of the respondents by gender, age, marital status, highest educational level, and department. The male respondents represented 57.4 percent (62 persons) of the total respondents while female respondents were 42.6 percent (48 persons). The majority of respondents (43.6%) were from the age group between 31- 40 years old. Most of the respondents have obtained a tertiary education level with at least a diploma level (38.9 %) and majority of the respondents from Students Affairs Department with 21.4 percent that represented 25 employees.

Table 1: Demographics Profiles of the Respondents

No.	Demographic	Frequency	Percentage (%)
	Gender		
1	Male	62	57.4
	Female	48	42.6
	Age		
	20 – 30 years old	5	4.3
2	31 – 40 years old	51	43.6
	41 – 50 years old	31	26.5
	More than 50 years old	21	19.41
3	**Marital Status**		
	Single	10	8.5

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	Married	98	83.8
4	**Highest Education Level**		
	Peperiksaan Menengah Rendah	0	0
	Sijil Pelajaran Malaysia	33	31
	Sijil Tinggi Pelajaran Malaysia	28	26.7
	Diploma	42	38.9
	Ijazah Sarjana Muda	5	4.7
5	**Department**		
	Administration	10	8.5
	Treasures	13	11.1
	Academic Affairs	22	18.8
	Research & Industry Network	3	2.6
	Student Affairs	25	21.4
	Library	16	13.7
	Facility & ICT Management	10	8.5
	Auxiliary Police	9	7.7

RQ1: What is the level of social media's impact on employees' productivity at Universiti Teknologi MARA Pahang, Campus Jengka?

Table 2 below shows the descriptive statistics analysis of means and standard deviations of four independent variables of social media that affected employee's productivity at Universiti Teknologi MARA Pahang, Campus Jengka. The interpretation of the scores was based on the Best Principle (Thaoprom, 2004). Scores were divided by five ranges which are very high, high, moderate, low and very low with the indication:

- Scores between $1.00 – 1.08$ = very low scores
- Scores between $1.09 – 1.89$ = low scores
- Scores between $1.90 – 2.70$ = moderate scores
- Scores between $2.71 – 3.51$ = high scores

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- Scores between 3.52 – 5.00 = very high scores

From the table above, the highest mean comes from communication channel which is 3.7542. Next, the mean for knowledge sharing is 3.7422 and the mean for intention to use is 3.6876. Besides that, the value mean on intrinsic motivation is 3.1806 and that of employee productivity is 3.4321. The mean results show that all the factors of social media are within the range of **high and very high** as mentioned by Thaoprom (2004). **Therefore, it can be concluded that social media give high and very high impacts on employees' productivity at Universiti Teknologi MARA Pahang, Campus Jengka because all of the levels of the factors were within the range of high and very high.** In other words, the researcher believed that the usage of social media will be beneficial in enhancing the employees' productivity at Universiti Teknologi MARA Pahang, Campus Jengka when employees used it for a good reason. Administrative employees at Universiti Teknologi MARA Pahang, Campus Jengka spents about one to four hours perday in using electronic mail, Telegrams, Twitter, LinkedIn, and WhatsApp during the office hour. Based on the study also, the employees claimed that they used this social medium platform as to find information, keep in touch with families and friends, make a professional and business contacts and also play games, to make new friends, to get options and to share their experiences with others. It has been supported by Kim (2012), Nardi (2005) and Avram (2006) that respondents had a habit to depend on social media to find information because it was one of the popular mediums. This proved that if the employees used it in the good reason, it will bring benefit to them and the organization. The study also suggested that social media is one of the platforms in the communication channel and knowledge sharing because of its benefits to the employees at Universiti Teknologi MARA Pahang, Campus Jengka. It had been proven by the previous research by Zhang and Jiang (2015); and Swift et al. (2010) that knowledge sharing was one of the processes of social exchanges that could give benefits to the users. Most of the employees generally shared their knowledge frequently between colleagues, team members and department in the organization. Moreover, the process of knowledge sharing happened when one person asked questions and the other one answered the questions that enable effective communication. Besides that, a previous study claimed that most companies, worldwide, used social media to enhance employee's productivity (Turban et al., 2011). By using social media, employees were able to create and discover innovative things in the organization to accomplish their job responsibilities. In addition, social media could enhance the effectiveness of employees in doing their job within and outside of the organization. The uses of social media among employees in the organization could encourage culture variance. According to Seman (2014), employees that used social media in the workplace can build new connections among people inside and outside of the organization because social media was a great channel to communicate with others.

Table 2: Mean and Standard Deviation for all the Factors

	N	Mean	Std.
Deviation **Level**			
Communication Channel	**108**	**3.7542**	**.65272** **Very High**
Knowledge Sharing	108	3.7422	.64154 Very High
Intention to Use 108 3.6876	.63073	Very High	
Intrinsic Motivation 108 3.1806		.56432	High
Valid N (listwise)		1	

Table 2 also shows that **the highest factor of social media that influence employee's productivity the most is communication channel, with the mean score of 3.7542 and the lowest factor is intrinsic motivation with the mean score of 3.1806.** The result was supported by Talpau (2014) which found that social media is a communication channel that could transfer messages to everyone at the same time directly. The uses of social media among employees at Universiti Teknologi MARA Pahang, Campus Jengka as one of the important engines of communication, will help employees to achieve their organizational goals and objectives. According to Vegiayan et al. (2013), communication among employees in the organization was important to ensure the organization goals were achieved because most of the employees communicate with colleagues to complete their jobs. There are many channels used to communicate among the employees at UiTM Pahang, Campus Jengka such as electronic mail, telegrams, twitter, linkedIn and WhatsApp. The findings revealed that whatsApp was most often used by respondents. These channels offer functions and features that employees can choose, depending on the task and situation, to communicate inside and outside of the organization. The previous researches by Sewestianiuk and Voitovici (2013) and Vuori (2012) claimed that employees used social media as an internal communication in the workplace to review, generate and create new plan for the organization's services or products. By using social media to communicate, employees can get feedbacks and reviews from their colleagues and outside people. According to Cao et al. (2016), social media empowers casual social cooperation over space, time and organizational boundaries.   By associating employees with social media to communicate at the workplace, it was useful to find potential ties, to maintain professional contact and to strength connection between colleagues. Electronic mail and instant messaging are examples of mediums that allow employees to communicate and cooperate online. These mediums enable people to connect and communicate with each other. Communication channel is one of the tools that can assist the flow of information transfer among colleagues and supervisors (Nduhuru & Prieler, 2017). The authors also stated that employers and employees preferred to communicate by using tools that could quickly transmit messages and received feedbacks among many employees. Most of the employees also used

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social media to communicate when there was any problem or when issue arises beyond their work.

4.2 Correlation Analysis

Table 3: Summary of Hypothesis Results

Hypothesis	Results
H_1 There is a **strong and positive relationship** between intrinsic motivation and employees' productivity	Accepted (r=.753, p=.000)
H_2 There is a **moderate and positive relationship** between communication channel and employees' productivity	Accepted (r=.461, p=.000)
H_3 There is a **moderate and positive relationship** between knowledge sharing and employees' productivity	Accepted (r=.544, p=.000)
H_4 There is a **strong and positive relationship** between intention to use and employees' productivity	Accepted (r=.625, p=.000)

RQ$_2$: What is the relationship between the four factors of social media and employees' productivity at Universiti Teknologi MARA Pahang, Campus Jengka?

The correlation analysis by Pearson product-moment correlation was used to determine the acceptance of four research hypotheses. This analysis was used to determine whether the variables were positively or negatively related. Table 3 above shows the summary of hypothesis results with the degree of

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relationship. The classification of correlation coefficient value was adopted from Salkind (2008) and was used to explain the strength of the relationship for the variables used in this study. Based on the table, it can be concluded that **the factors of intrinsic motivation (r = .753, p = .000) and intention to use (r = .625, p = .000) have strong relationships towards employee's productivity**. According to Kim (2012), intrinsic motivation was the external factor that affects the uses of social media at the workplace. Employees were interested in doing their work and have motivation to keep an engagement to the organization that they are working with. These findings were also consistent with the study by Nguyen (2017) which stated that employees were able to do their job in an enjoyable way when they have intrinsic motivation while using social media. Employees with high motivation level would increase their productivity and also organizational performance. Furthermore, Calisir et al. (2013) trusted that the intention to use of social media among employees in the organization helped them to participate and engage with others because social media itself provides different purposes. It also has been supported by Bataineh et al. (2015) that employees will continuously use social media when they were satisfied with past usage. The intention to use of social media was the key factor in the organization to enhance employees' productivity.

Besides, Table 3 also reveals that **communication channel (r = .461, p = .000) and knowledge sharing (r = .544, p = .000) have moderate relationship towards employees' productivity**. Several communication channels played an important role to support casual communication between individuals and groups. Kim (2012); Yuen and Ma (2004) believed the relationship between employees in the organization could improve when they contribute their knowledge to colleagues and organization. Kim (2012) also suggested that social media provides several types of communication such as one to one, one to many and many to many. The different communication channels could probably enhance employees' ability to adapt with the social media positively. Another study from Fausboll (2015) mentioned that people will continuously share knowledge within a group because they enjoy helping others in the organization. Moreover, employees were persuaded to share knowledge when they expected their help would be responded by others. At the same time, productivity among the employees itself would increase due to the information shared among them. Therefore, **the researchers concluded that the four research hypotheses consisting of H$_1$, H$_2$, H$_3$, and H$_4$ were accepted**. It showed that the factors of using social media to enhance employees' productivity among administrative employees at Universiti Teknologi MARA Pahang, Campus Jengka are positively related to one another with strong and moderate strength of relationship.

5. CONCLUSION

Generally, it can be concluded that most of the respondents for this study were males, between the age of 31-40 years old, with married status and they were with diploma level of education. Majority of the respondents were the administrative employees from Students Affairs Department. From the

findings and discussion, this study discovered that all four factors of social media consisting of intrinsic motivation, communication channel, knowledge sharing and intention to use were the factors of social media towards the enhancement of employees' productivity at Universiti Teknologi MARA Pahang, Campus Jengka due to the findings that all of the levels of the four factors were within the range of high and very high. The results also revealed that the factor of communication sharing has the highest mean score followed by knowledge sharing, intention to use while intrinsic motivation has the lowest mean score. Based on correlation analysis, the study indicates that all four research hypotheses have been accepted since all the results showed positive with strong and moderate strength of relationships. Therefore, the researcher believes that the management of Universiti Teknologi MARA Pahang, Campus Jengka should **encourage the usage of social media among employees in order to increase the company competitive advantages** by which it could attract and retain high quality employees in the institution. Employers and employees should engage each other by using social media to build the effectiveness of using social media and adapt when required. The previous research from Kandiero et al. (2014) stated that social media have positive effects on employees' productivity if the organizations itself encouraged the usage of social media in the workplace. Universiti Teknologi MARA Pahang, Campus Jengka should compete with other institutions to ensure the organization can participate in challenging situations especially in the rapid use of technology. Top management of the institution also should **conduct campaigns to increase employees' awareness** on the importance of using social media in enhancing employee's productivity. Based on the results of the findings, it showed that intrinsic motivation has the lowest mean of 3.1806. This could be because some of the employees at Universiti Teknologi MARA Pahang, Campus Jengka did not realize that social media is widely used. Researcher found that social media gave benefits to employees in term of individual and job perspectives. The implementation of social media in the workplace could improve employees moral and their motivation level. For example, employees were able to find a more suitable time for enjoyment in the workplace. When the employees feel enjoyment in the workplace, they would become motivated to come to work and eventually increased their level of productivity. Campaigns should be conducted continuously in the organization to ensure the inputs that they get give benefits both the employees and organization itself. Besides, Universiti Teknologi MARA Pahang, Campus Jengka should **conduct training programs** for the employees. By conducting training programs, employees will be more educated about the social media policies in the workplace. At the same time, they will be more responsible towards the usage of social media during office hour. To achieve the objectives of the training programs, they should be conducted in an interactive way. The researcher would like to suggest future research with larger sample sizes in different organizations and using different variables to gain wider, more precised and accurate findings.

ACKNOWLEDGEMENTS

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