

The Impact of Social Media Usage on Employee and Organization Performance: A Study on Social Media Tools Used by an IT Multinational in Malaysia

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ABSTRACT

The purpose of this research is to examine the impact of social media usage on employee and organization performance. The research was done on one multinational IT Company. Social media usage was measured using knowledge sharing, decision making and communication. Organizational performance was measured using employee and organization performance. Questionnaires were developed and the items were measured using a Likert scale ranging from 1 to 5. This research takes on an explanatory approach and the sample consisting of 206 employees working in call center departments was recruited. The data was analyzed using SPSS 21 and AMOS 22 software. The results showed that only decision making has a positive and significant impact on employee high performance and organizational performance. We found no significant impact of the other two dimensions of social media usage (knowledge sharing and communication) on employee high performance and organizational performance. Therefore, this study suggests that top management in MNC companies as well as employees should consider social media usage for effective decision making to increase employee performance and organizational performance. This research contributes to existing studies on this topic, and future research could put emphasis on extending this research to another country or industry.

JEL classification: M31, M37, M39

Keywords: knowledge sharing, communication, decision making, employee high performance, organization performance.

1. INTRODUCTION

The era of social media started in 1997 on its first popular site called SixDegree.com allowing users to create personal profiles and a friends list online (Boyd & Ellison, 2007) followed by blogging platforms like Blogger and LiveJournal in 1999 and the rest such as Wikipedia in 2001, Myspace in 2003, etc. As the acceptance of these technologies widely grew, social media has moved quickly from the tech-savvy domain to the mainstream (Shirky, 2008) penetrating into organizations at a rapid pace. A survey done by McKinsey reported that 65% of organizations use social media based technologies to motivate and enhance performance (Bughin & Chui, 2010).

However, in the past, few studies combining employee high performance and organizational performance simultaneously were carried out on the topic of social media usage in the context of Malaysia and other parts of the world. For instance, some studies examine the influence of social media on employee work performance in China (Cao et al., 2016), knowledge sharing through social media to enhance job performance in Korea (Kwahk & Park, 2016), the link between social media and work, leadership, and work-life conflict among professionals (Jiang, Luo, & Kulemenka, 2017), the relationship between social media usage and employee performance (Shami, Nichols, & Chen, 2014) in the United States, and a similar study was carried out to examine the impact of social media usage on employee performance in Europe (Ouiridi et al., 2014). The number of studies carried out to examine such impact in Malaysia is considered as zero or very few. One of the recent studies on social media and its influence on employees was carried out in the oil and gas industry by Omar, Dahalan and Yusoff (2016) while another study focuses on examining the influence of social media usage on organizational performance (Parveen, Jaafar, & Ainin, 2015). This leaves a certain gap, namely none of the studies focus on examining the impact of social media usage on employee and organizational performance. Similarly, despite the growth in the interest in social media in Malaysia, the potential value that social media gives to an organization and high rates of individual usage, studies conducted to determine social media usage and its impact within an organization are limited (Wamba & Carter, 2013). Most of the studies carried out on social media in general focus on understanding the individual level of usage (Lundblad, 2003; Häggman, 2009). Furthermore, studies carried out in Malaysia to determine the factors affecting social media usage such as knowledge sharing, communication, decision making that enables high performance at the employee and organizational levels are considered very limited.

Therefore, the problem statement is ‘*what is the impact of social media usage on employee and organizational performance?*’ To attain the aim of the study, the following objectives were formulated:

- To examine the impact of knowledge sharing on employee high performance
- To examine the impact of communication on employee high performance
- To examine the impact of decision making on employee high performance
- To examine the impact of knowledge sharing on organization performance
- To examine the impact of communication on organization performance
- To examine the impact of decision making on organization performance

This paper is organized as follows: the introduction is the first area covered as discussed above, followed by a literature review, which mainly focuses on reviewing past research, followed by the research design and methodology, followed by findings and analysis and finally the conclusion and recommendations for future research directions.

2. LITERATURE REVIEW

Review of Key Concepts

Social media usage

In general, the use of social media and the interest in it in the workplace have grown in the last few years (Lovejoy & Saxton, 2012). The very first use of the term ‘social media’ is believed to have occurred in 1997, when Ted Leonsis, AOL executive, stated that organizations should provide consumers with “social media, places where they can be entertained, communicate and participate in a social environment” (Bercovici, 2010). However, according to Kaplan and Haenlein (2010), the era of social media started probably in the early 1990s, when the founders of ‘Open Diary’, Bruce and Susan Abelson, created an online social site which invited diary writers into one community.

Kaplan and Haenlein (2010) defined social media as a group of Internet-based applications that build on the technological and ideological foundations, which allows the creation and exchange of User-Generated Content (UGC). Similarly, Steenkamp and Hyde-Clarke (2014) defined social media as a platform which enables users of the media to exchange and share information. Also, Ouiridi et al. (2014) defined social media as a web-based and mobile platforms that allow users to share and add geographical information to user-generated content.

Employee high performance

To enable employee high performance or a high performance employee, it was argued that an organization must engage in practices for managing employee relationships to increase competencies, motivations, commitments, communication, involvement and flexibility (Sofijanovna & Zabijakin-Chatleska, 2013). It was also argued that employee high performance is achieved through basic elements such as (1) increasing employees’ knowledge, skills and abilities, (2) employee empowerment and participation in decision making and problem solving and (3) motivating employees through incentives to make an additional discretionary work effort (Huselid, 1995; Mac Duffie, 1995).

Employee performance is related to the activities that are expected of a worker and how well the worker executes those activities (BusinessDictionary, 2017). Shaw (2017) stated the characteristics of high performance employees as those focused on quality as a priority in their work, concentrated on improving their skills and taking the lead when it comes to making decisions. Burks (2017) also quoted that high performers find ways to improve their performance including finding resources that they need to excel.

Organization performance

An organization is defined as a social unit comprising a group of people that is managed or structured to pursue collective goals (BusinessDictionary, 2017). In turn, performance is an exchange of non-financial and financial indicators which gives information on the achievement of the objectives and results (Lebas & Euske, 2006). Organization performance is the outputs from the invested inputs (goals or objectives) (Lebas & Euske, 2006)

Knowledge sharing

Alvin (1990) stated that the essence of power in the current information age is knowledge. Ryu, Ho and Han (2003) defined knowledge sharing as an act of diffusing acquired knowledge of a member to another member in an organization. Omar et al. (2016) define knowledge sharing as communicating the knowledge within a group of people whether in a formal place like the

workplace or an informal place like among friends. On the flip side of the coin, Kwahk et al. (2016) state that knowledge sharing requires active interaction between more than one individual who has the necessary knowledge and does not depend on a single person's efforts.

Communication

Communication originated from the Latin word 'communicare' meaning "to make common" or "to share" (Weekley, 1967). Further to this, DeVito (1986) added that communication is an act or process of transmitting a message from a sender to a receiver via a channel with noise interference. Merriam Webster (2017) defines communication as an act of transmitting a verbal or written message. Team FME (2013) in their article defined communication as a two-way process which involves several interactions towards achieving mutual understanding. Bel, Smirnov and Wait (2017) state that communication is an important precursor which provides information on what to be done for a prospective change within an organization.

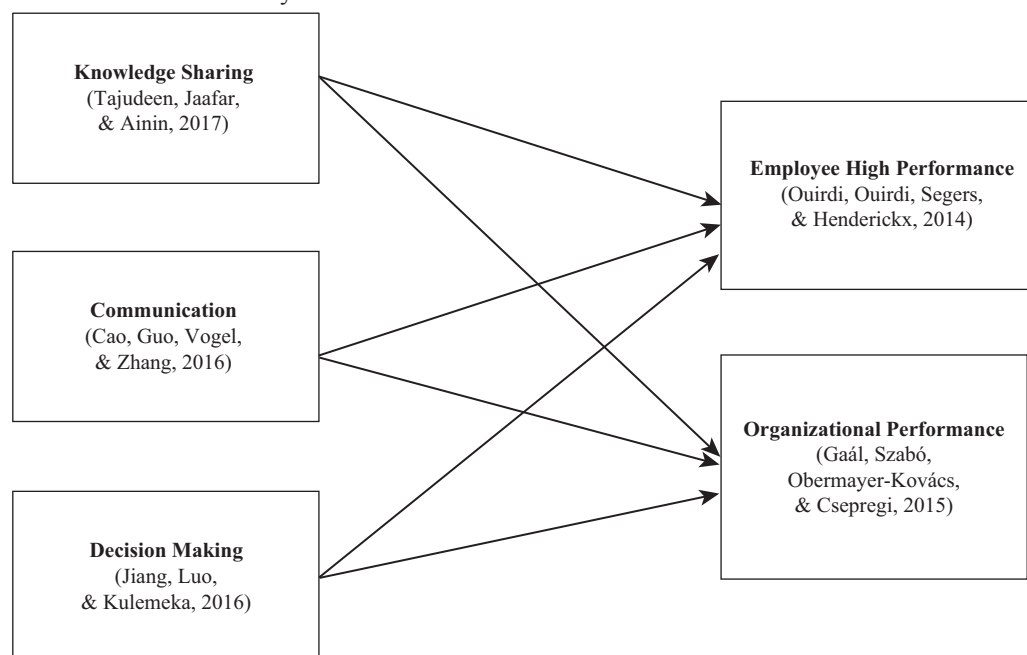
Decision making

Harris (2012) defines decision making as the study to identify and choose substitutes based on preferences and values of the decision maker. He also added that it is a process of adequately minimizing uncertainty and doubt about substitutes to give way to a reasonable choice to be made among them. CIMA (2007) described decision making as the steps through which alternatives are chosen and managed to achieve an organization's objectives. Chand (2016) states that a decision is a choice made by a person to conclude about a situation, while decision making is the selection of choices which involves a choice making activity that determines the person's action or inaction. According to Talley (2011), decision making includes a variety of processes that are medium steps between actions and thought which ideas are expressed.

Theoretical Framework

Figure 1

Theoretical framework for the study



Knowledge Sharing Through Social Media Usages

Social media usage is becoming more important as these tools are being used for knowledge sharing, communication and decision making in organizations. According to Yesil and Dereli (2013), knowledge has become an important resource and a significant driver of organizational performance. By sharing knowledge, an employee in an organization can learn from other employees' experiences which in return contribute to the organization and employee job performance (Kang, Kim, & Chang, 2008). It can also positively encourage positive team performance (Srivasta, Bartol, & Locke, 2006) and strengthens collaboration and coordination between employees of an organization (Mathieu et al., 2000), which results in high job performance. Park and Im (2001) found that knowledge sharing does improve employees' job performance within the government sector. Sigalaa and Chalkiti (2015) explored the relation between employee creativity and social media use. They found that the use of social media for disseminating and externalizing information discussed with other peers within various social media platforms encourages employees to generate and share new knowledge. As a result, it can further expand employees' cognitive abilities through innovation and give them the opportunity to generate and create new ideas/knowledge (Sigalaa & Chalkiti, 2015).

H1: *Knowledge sharing through social media usage affects employee high performance and organizational performance*

Communication Through Social Media Usage

Social media has extended itself to the communication world which gives organizations the opportunity to share information and interact frequently with their customers (Papasolomou & Melanthiou, 2012). It has also enabled a dynamic and interactive process to occur in daily communication both internally and externally between employees and the organization (Langer, 2014). Leornardi et al. (2013) argued that using social media allows employees to broadcast or communicate messages to everyone within the organization and to view the connections, text and messages posted or edited by any individual in the organization at any point of time. Also, they argued that social media platforms are digital, unlike traditional physical offices such as conference rooms, and members in the organization can communicate and participate from anywhere at any time (Leornardi et al., 2013). A recent study by Babiker (2017) found that the speed of communication via social media made the flow of information and correspondence faster.

H2: *Communication through social media usage affects employee high performance and organizational performance*

Decision Making Through Social Media Usage

Effective decision making depends on an individual's ability to draw from and gain access to reliable sources, which requires evaluation skills (Burclaff and Johnson, 2016). Burclaff and Johnson (2016) stated that connecting across networks with the use of social media gives the ability to make meaningful decisions on whether to acquire existing knowledge either internal or external or acquire new information. Similarly, Culnan, McHugh and Zubillaga (2010) argued that various platforms of social media give the opportunity for the organization to make a good decision on which platform to adopt and how it should be used. According to Baker et al. (2011), using social media gives leaders an opportunity to contact their subordinates fast. Papageorgiou (2015) found that employees will demonstrate high commitment to their organizations when they

are given the opportunity to interact with other employees via internal social media platforms. This encourages employees to participate in the decision making process whereby they can voice out their concerns and issues (Papageorgiou, 2015).

H3: *Decision making through social media usage affects employee high performance and organizational performance*

3. RESEARCH DESIGNS AND METHODS

Subject and Procedure Details

The target population of this research is employees from one multinational company in Malaysia. There were almost 2006 employees working in the organization at the time of data collection.

Convenience sampling, which is a non-probability sampling method, was selected for this research as it is easy in terms of sample collection and financially cheaper as well as less time is taken to get the data; furthermore, it is a widely use technique in most research (Neuman, 2002). Within the study, 230 survey questionnaires were distributed to all the employees in the call center department. Out of 230 surveys, only 225 surveys were received back and incomplete questionnaires were eliminated. A final sample of 206 survey questionnaires that had no missing information was utilized for data analysis. This means that only 91% of the collected survey forms were usable.

Table 1 shows that 53.4% of respondents are male and the rest, that is 46.6%, are female. 59.2% of respondents were within the 26–35 age group and the fewest (11.2%) were within the age group of 36–50. 78.6% of respondents earned a salary ranging from US\$ 500 to 1000. 68.4% of respondents were university graduates, followed by college graduates (29.1%) and the fewest had completed secondary level education, accounting for 2.4% of all respondents.

Table 1
Demographic analysis

		Frequency	Percentage (%)	Valid Percentage (%)	Cumulative Percentage (%)
Gender	Female	96	46.6	46.6	46.6
	Male	110	53.4	53.4	100
	Total	206	100	100	
Age	18–25	61	29.6	29.6	29.6
	26–35	122	59.2	59.2	88.8
	36–50	23	11.2	11.2	100
	Total	206	100	100	
Education Level	Secondary	5	2.4	2.4	31.6
	College	60	29.1	29.1	29.1
	University	141	68.4	68.4	100
	Total	206	100	100	

Research Instrument

The researchers developed a set of questionnaires from the theoretical framework studied for this research. It was firstly tested and then utilized as primary data.

The researchers constructed the questionnaire using a Likert scale ranging from 1 to 5, where 1 is strongly disagree and 5 indicates strongly agree for each statement (Likert, 1932). A total of 29 items or statements were developed and included in the scale construction. The research instrument, namely the questionnaire, consists of five groups of variables. Table 2 below shows the detailed construction of the questionnaire used. A sample of 50 respondents was recruited to participate in pilot testing, which was used to test the reliability and validity of the construct. As shown in Table 2 below, Cronbach's Alpha reliability test proved high reliability of all the variables as regards internal consistency since the values are above 0.8 and can be used in this research (George & Mallery, 2003)

Table 2
Scale construction

Variables	Q	Factors	Pilot Testing (Cronbach's Alpha Reliability Test)	Source
Knowledge Sharing	KS1	Tacit and explicit knowledge	0.863	Hsu et al. (2007); Davenport and Prusak (1998); Kwahk and Park (2016); Jiang, Luo and Kulemeka (2017); Dhanaraj et al., (2014)
	KS2	Collaboration		
	KS3	Share and exchange knowledge		
	KS4	Motivation		
	KS5	Innovatively create ideas and knowledge		
Communication	C1	Internal and external communication	0.924	Papasolomou and Melanthiou (2012); Langer (2014); Farrell, Kellogg and Thomas (2008); Divya and Regi (2014); Leornardi, et al. (2013); Batikas and Van Bavel (2013); Babiker (2017)
	C2	Frequency and amount of interaction		
	C3	Speed of communication		
	C4	Broadcast or communicate messages		
	C5	Easy use of social media tool to communicate		
Decision Making	DM1	Evaluate alternatives	0.926	Burclaff and Johnson (2016); Majchrzak et al. (2013); Sanders (2007); Leornardi (2014); Nkwe and Cohen (2017); Papageorgiou (2015); Trimi and Galanxhi (2014)
	DM2	Create decision conversations leading to diverse opinions		
	DM3	Make meaningful and good decisions		
	DM4	Make fast decisions in timely manner		
	DM5	Feel encouraged to take part in making decision		

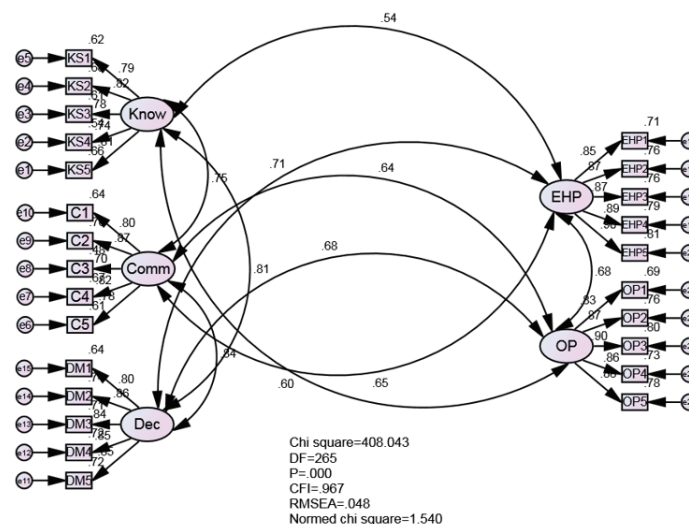
Variables	Q	Factors	Pilot Testing (Cronbach's Alpha Reliability Test)	Source
Employee High Performance	EHP1	Perform better than acceptable level	0.959	Williams and Anderson (1991); Kwahk and Park (2016); Ali-Hassan, Nevo and Wade (2015); Kuvaas (2006); Cao et al. (2016)
	EHP2	Reliability of job performance		
	EHP3	Ability to perform job duties		
	EHP4	Increased quality of work		
	EHP5	Put extra effort to complete tasks on time		
Organization Performance	OP1	Improve client service	0.950	Wu (2016); Tajudeen, Jaafar and Ainin (2017); Parveen et al. (2016)
	OP2	Introduce new social media tool		
	OP3	Seek new ways to do things		
	OP4	Interact with employees and clients		
	OP5	Encourage use of social media		

4. RESULTS AND ANALYSIS

This part of the paper will discuss the validity, reliability of the research instrument and findings through appropriate data analysis methods. The validity test of the item construction is done through a confirmatory factor analysis. The reliability test is conducted using Cronbach's alpha via SPSS. The path analysis is conducted using Structural Equation Modeling (SEM).

Confirmatory Factor Analysis (CFA)

Figure 2
Measurement model (CFA)



According to Holmes-Smith (2006) and Hair et al. (2010), the model fitness indices indicate the level of acceptance for the confirmatory factor analysis. The analysis for most items must be within the construct and loading factors must have a score above 0.5 to show good reliability of the model (Holmes-Smith, 2001). Thus, in Figure 2, the estimates of above 0.6 for all the variables show that the overall model is valid for further analysis. According to Hair et al. (2010), the Comparative Fit Index (CFI) should exceed 0.90 to achieve a good model fit and in this research the CFI value is 0.967, which is considered as good fit. To indicate the statistics fitness, the normed chi-square ratio should be below 3.0 according to Kline (2011) and in this research, it is 1.54. The Root Mean Square Error (RMSEA) value is 0.048 and is below the recommended max value level of 0.08 indicating a good fit (Hooper et al., 2008).

Overall, the RMSEA value of 0.048 and CFI value of 0.967 show that the model is accepted as a good fit (Themessl-Huber, 2014). To ensure the model fitness, the convergent validity is established to measure social media usage, which measures employee high performance (EHP) and organization performance (OP).

According to Hair et al. (2010), the rule of thumb for factor loadings must be 0.5 and above while the best is 0.7 and above.

Table 3
Divergent validity measurement

	Knowledge Sharing	Communication	Decision Making	Employee High Performance	Organization Performance
KS1	.790				
KS2	.824				
KS3	.783				
KS4	.737				
KS5	.815				
C1		.798			
C2		.873			
C3		.696			
C4		.820			
C5		.784			
DM1			.800		
DM2			.860		
DM3			.844		
DM4			.851		
DM5			.850		
EHP1				.845	
EHP2				.874	
EHP3				.871	
EHP4				.889	
EHP5				.898	
OP1					.833
OP2					.869
OP3					.896
OP4					.857
OP5					.881
Reliability	0.892	0.892	0.924	0.942	0.938

As in the table above (Table 3), all the factor loadings (independent and dependent variables) are above 0.5, which confirms the model fitness as good fit, and the reliability of the constructs is above 0.60 for KS, C, DM, EHP and OP. As for the reliability, the acceptable value of Cronbach's alpha is a minimum value of 0.7 (Nunnally & Bernstein, 1994), which indicates that the variables in this study are highly reliable in internal consistency as they are above 0.8 and are best suited for further analysis.

Discriminant validity determines the measure of how much factors are different and the level of how much they are swerved. In theory, the constructs must not correlate with each other. According to Hair et al. (2010), the correlation values must not exceed 0.85. Likewise, discriminant validity indicates the squared correlations whereby all the values are lesser than 1 indicating that the construct validity is acceptable (Hair et al., 2010). Discriminant validity cannot be established when the factor analysis is miscalculated or misunderstood (Bajpai & Bajpai, 2014). Therefore, in the table below (Table 4), the data in this research satisfies discriminant validity and the factors indicate a good correlation as the values are below 0.85.

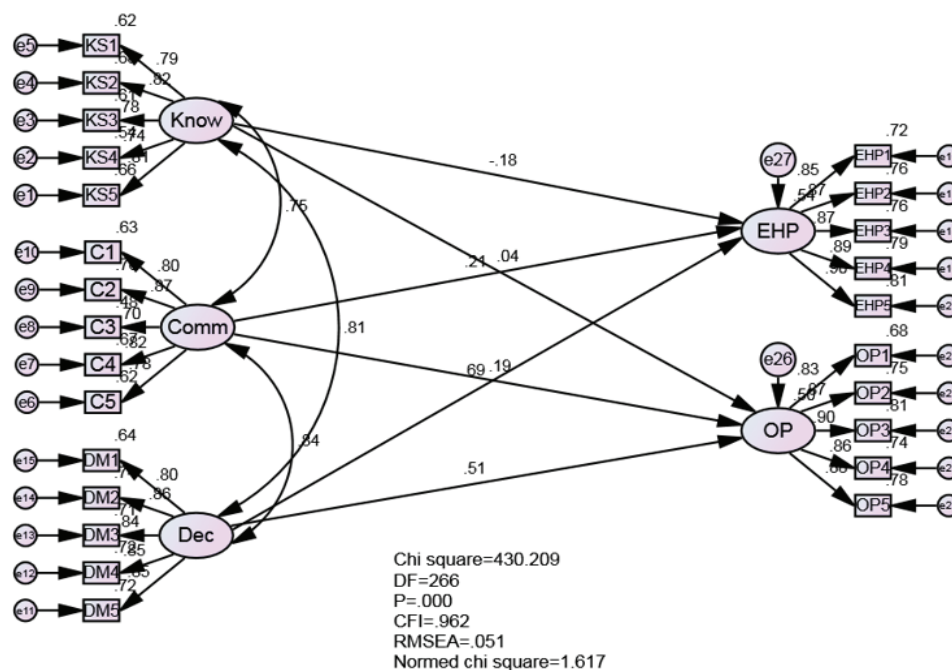
Table 4
Discriminant validity measurement

	Knowledge Sharing	Communication	Decision Making	Employee High Performance	Organization Performance
KS	1	.749	.811	.541	.602
C	.561	1	.840	.651	.638
DM	.657	.705	1	.711	.679
EHP	.292	.423	.505	1	.678
OP	.362	.407	.461	.459	1

Significant Level at $p = 0.001$. Values above the diagonals are correlations among constructs. Diagonal elements are construct variance and values below the diagonal are squared correlations

Structural Equation Model

Figure 3
Path analysis of SEM



The measurement model of confirmatory factor analysis plays an important role to confirm the structural model analysis. In the structural model, the chi-square value is 430.209 while the DF value is 266. The normed chi-square value is 1.617, below the recommended threshold value of 3.0, revealing a good fit model (Hair et al., 2010). The RMSEA value of 0.051 is at the required threshold of less than 0.08. CFI is 0.962, above the rule of thumb of 0.90 (Hair et al., 2010; Kline, 2011). Hence, the structural model is considered as an acceptable model.

Table 5

Comparison of measurement and structural model

	Chi-Square	DF	Normed Chi-Square	CFI	RMSEA	P-value
Rule of Thumb			<3	>0.900	<0.08	>0.05
Measurement Model (MM) CFA	408.043	265	1.540	0.967	0.048	0.0001
Structural Model (SM)	430.209	266	1.617	0.962	0.051	0.0001

According to Hair et al. (2010), there is an alternative way to confirm the model validity by observing the entire structural model loadings and measurement model loadings. The parameter estimates must show a similar likeness in both models (Hair et al., 2010). In Table 5 above, there are almost close readings indicating only a slight difference in both models, p-value is 0.000 for both, RMSEA is 0.048 (MM); 0.051 (SM), CFI is 0.967 (MM); 0.962 (SM), normed chi-square is 1.540 (MM); 1.617 (SM), DF is 265 (MM); 266 (SM) and chi-square is 408.043 (MM); 430.209 (SM). Therefore, the SEM confirms the validity of the model as the loadings on both CFA and SEM are similar and there is no significant variation (Hair et al., 2010).

Table 6

Comparison of factor loadings

	Construct	Measurement Model	Structural Model
KS1	Knowledge Sharing	.790	.790
KS2	Knowledge Sharing	.824	.824
KS3	Knowledge Sharing	.783	.783
KS4	Knowledge Sharing	.737	.737
KS5	Knowledge Sharing	.815	.815
C1	Communication	.798	.798
C2	Communication	.873	.873
C3	Communication	.696	.696
C4	Communication	.820	.820
C5	Communication	.784	.784
DM1	Decision Making	.800	.800
DM2	Decision Making	.860	.860
DM3	Decision Making	.844	.844
DM4	Decision Making	.851	.851
DM5	Decision Making	.850	.850
EHP1	Employee High Performance	.845	.845

	Construct	Measurement Model	Structural Model
EHP2	Employee High Performance	.874	.874
EHP3	Employee High Performance	.871	.871
EHP4	Employee High Performance	.889	.889
EHP5	Employee High Performance	.898	.898
OP1	Organization Performance	.833	.833
OP2	Organization Performance	.869	.869
OP3	Organization Performance	.896	.896
OP4	Organization Performance	.857	.857
OP5	Organization Performance	.881	.881

The above Table 6 shows the factor loadings of the structural model and measurement model as all values are above 0.50 and resemblance of 100% is achieved between the two models. This indicates that the model is valid and a good fit model.

Hypothesis Testing

The table below (Table 7) presents the results of hypothesis testing of Estimate, S.E. (Standard Errors), C.R (Critical Ratios) and the p-value. P-value indicates the significance level of each hypothesis (Hair et al., 2010).

Table 7
Hypotheses

Hypothesis			Estimate	S.E.	C.R.	P	Accepted or Rejected
H1	Employee High Performance	← Knowledge Sharing	-.178	.115	-1.548	.122	Rejected
H2	Employee High Performance	← Communication	.227	.136	1.662	.097	Rejected
H3	Employee High Performance	← Decision Making	.689	.148	4.639	.0001	Accepted
H4	Organization Performance	← Knowledge Sharing	.043	.119	.367	.714	Rejected
H5	Organization Performance	← Communication	.215	.143	1.504	.133	Rejected
H6	Organization Performance	← Decision Making	.515	.151	3.406	.0001	Accepted

Knowledge Sharing is the only variable that has an insignificant negative impact on employee high performance. It is also the only variable that has a positive and significant impact on Employee High Performance and Organization Performance. All the other variables (Knowledge Sharing and Communication) identified in the conceptual framework are found to be insignificant due to the significance value that exceeds the threshold of 0.05 meaning that the assumed Hypotheses 1, 2, 4 and 5 are rejected. This is in accordance with the rule of thumb that the p-value should be 0.05 and below; thus, each time when the value is more than 0.05, the hypothesis is rejected (Hair et al., 2010).

The 1st hypothesis of this research is that there is a positive and significant impact of knowledge sharing on employee high performance based on the research done by Sigalaa and Chalkiti (2015) in Greece, Huang, Singh and Ghose (2015) on Fortune 1000 companies in the USA, Europe, Asia and North America as well as Mohamed et al. (2017) in Malaysia, finding that innovative learning and creating new ideas/knowledge, sharing tacit and explicit knowledge, motivating and collaborating are important factors in knowledge sharing through the use of social media and have a positive impact on employee performance. However, the result of this study conflicts with the hypothesis set by this study as it is rejected with the standardized estimate of -0.178 and the p-value of 0.122. The findings show that knowledge sharing has an insignificant negative impact on employee high performance, which contradicts the past research (Sigalaa & Chalkiti, 2015; Huang, Singh, & Ghose, 2015; Mohamed et al., 2017). This research is done on call center agents in an IT based multinational in Malaysia, where the nature of work by the agents is more oriented towards attending calls and it takes time and effort for them to engage in knowledge sharing activities with other peers. However, the statistical analysis of this study finds no significant impact of knowledge sharing on employee performance.

The 2nd hypothesis of this research is that there is a positive and significant impact of communication on employee high performance, which is in accordance with past research done by Divya and Regi (2014) in India, Babiker (2017) in UAE, Kaur (2015) in Lynas and Mohamed et al. (2017) in Malaysia. It was found that social media assist internal and external communication by broadcasting messages and increasing the speed of communication causing a positive impact on employee performance. However, our result is inconsistent with the above mentioned studies. We found a positive but not significant impact of communication elements of social media on employee performance.

The 3rd hypothesis of this research is that there is a positive and significant impact of decision making on employee high performance. The results of this research supported the hypothesis with the standardized estimate of 0.689 and p-value of less than 0.05 indicating a highly significant positive impact on employee high performance. These results support the studies done by Papageorgiou (2015), Nkwe and Cohen (2017), Burclaff and Johnson (2016), who found that the usage of social media across networks enables employees to make meaningful and fast decisions and evaluate alternatives. These elements are visible through the usage of social media tools whereby the call center agents can use various social media tools available in the IT based multinational in Malaysia to make fast decisions and evaluate available alternatives. Among peers, they can create decision conversations and diverse opinions enable them to perform better than the acceptable level (Omar, Dahalan, & Yusof, 2016).

The 4th hypothesis of this research is that there is a positive and significant impact of knowledge sharing on organizational performance. According to the research done by Hung et al. (2011) on 10 organizations in Taiwan, organizational culture motivates employees to share knowledge, indirectly increasing organizational performance. Park and Im (2001) as well as Kang, Kim, and Chang (2008) found that organizational performance increases when employees are encouraged to share knowledge and collaborate to develop new ideas, solve problems and implement processes toward success of the organization. However, our finding conflicts with the stated hypothesis as it is rejected with the standardized estimate of 0.043 and the p-value of 0.714. The findings show that knowledge sharing has an insignificant positive impact on organization performance. This could be because the management team within the IT based multinational's call center department does not encourage the employees or the management itself to undertake knowledge sharing activities or takes less initiative in this respect. Successful organizations frequently engage in knowledge sharing activities via their technologies, services and products (Gaál et al., 2008; Gottschalk, 2006).

The 5th hypothesis of this research is that there is a positive and significant impact of communication on organization performance in parallel with the studies done by Papisolomou and Melanthiou (2012) finding that the usage of social media gave organizations the opportunity

to share information and interact frequently with their customers thus increasing organization performance, while McQuail (2013) found that those organizations which use multiple social media to communicate with their customers have higher propensity to attract more customers and can improve organizational performance. However, the results of this research found that communication has an insignificant positive impact on organization performance with a standardized estimate of 0.215 and the p-value of 0.133. Although the standard estimate of 0.215 indicates a positive impact, it is not considered as an important factor in contributing to organization performance. This could be because communication via social media has been a norm in almost all organizations as organizations are now moving from traditional offices such as conference rooms and their members can communicate and participate from anywhere at any time (Leonardi et al., 2013). Hence, it does not give any special advantage for an organization to perform better than others; neither is it an important factor that contributes to the success of the organization.

The 6th hypothesis of this research is that there is a positive and significant impact of decision making on organization performance. The results of this research supported the hypothesis with the standardized estimate of 0.515 and the p-value of less than 0.05 indicating a significant positive impact on organization performance. This further supports past research results such as Culnan, McHugh and Zubillaga (2010), who noted that in the various platforms of social media, it gives the opportunity for the organizations in the USA to make a good decision on which platform to adopt and how it should be used. Besides, Baker et al. (2011) found that using social media gives leaders an opportunity to contact their subordinates fast. If there is an issue that requires quick attention, managers can contact their employees through social media tools and acquire the information they need to make a fast decision. Employees can also make a fast decision using social media, which in turn increases their productivity. This indirectly improves organization performance as issues can be solved within a short frame of time (Baker et al., 2011). Further, the IT based multinational in Malaysia encourages its employees to take part in making decisions via its social media tools as well as suggest solutions and voice out their concerns through a social media platform (Nkwe & Cohen, 2017).

Table 8

Hypothesis acceptance or rejection

Hypothesis	Research Result	Past Research Result	Source	Accepted or Rejected
Knowledge Sharing > Employee High Performance	Insignificant negative impact	same result > opposite result>	Gaal et al. (2015) Kwakh and Park (2015)	Rejected
Communication > Employee High Performance	Insignificant positive impact	same result > opposite result>	Leonardi et al. (2013) El Ouiridi et al. (2016)	Rejected
Decision Making > Employee High Performance	Significant Positive Impact	same result > opposite result>	Papageorgiou (2015) Stollak et al. (2014)	Accepted
Knowledge Sharing > Organization Performance	Insignificant positive impact	same result > opposite result>	Kromhout (2011) Razmerita, Kirchner and Nielsen (2016)	Rejected
Communication > Organization Performance	Insignificant positive impact	same result > opposite result>	Juang et al. (2015) Kwakh and Park (2016)	Rejected
Decision Making > Organization Performance	Significant Positive Impact	same result > opposite result>	Nkwe and Cohen (2017) Culnan, McHugh and Zubillaga (2010)	Accepted

5. CONCLUSION AND RECOMMENDATIONS

The main objective of this research was to examine the impact of social media usage on employee high performance and organization performance. From the empirical research, three major determinants that have an impact on employee high performance and organization performance were identified: knowledge sharing, communication and decision making. Two research objectives related to decision making were the spotlight in this research as it resulted with a positive influence on both dependent variables. The findings reflect decision making as an important factor that contributes to employee high performance and organization performance. Overall, management in organizations who aims to increase employee and organization performance should consider using social media for decision making.

Recommendations

Further to the conclusions above, recommendations to raise the bar of social media usage and perceived effectiveness in employee and organization performance are as below.

Firstly, as social media continues to expand due to the rapid change of technology and many organizations are jumping on its bandwagon, it is expected that the influence of social media on organizations and their employees will direct firms towards embracing social media due to increased importance of its use. Hence, firms that use social media due to its influence within the industry must also be aware of its technical applications to reap its benefits by achieving better employee and organizational performance.

Secondly, the results obtained from this research will give a broader understanding to employees in general and the management of MNCs in Malaysia of the impact of social media usage on employee and organization performance. With the growing social media trend and challenging business environment, organizations and employees must be able to keep up with the trend and utilize social media in their daily work to avoid being left behind and submerged in the competitive environment. Therefore, using social media is a key contributor for employees and organizations to attaining the peak of their performance for competitive advantage.

Lastly, the findings of this study are highly recommended to HR departments, managers and those in top management in MNCs to engage in developing social media practices for high performance. This will enable employees to engage in and focus on decision making to enable organizations and their employees to achieve better performance.

Future Research Directions

This research dealt with the impact of social media usage on employee high performance and organization performance, specifically focusing on an IT based multinational in Malaysia. The following suggestions can be made for future research.

Firstly, sample respondents of this research were recruited from among call center agents in an IT based multinational in Malaysia. As the nature of their work differs from that of other employees in the IT based multinational in Malaysia, the results do not fully represent that IT based multinational in Malaysia, hence future research can focus on employees from various department as well as from other countries, for example Asian or Western countries like India or the USA.

Secondly, research can also be done on other industries than MNCs to evaluate how effectively the usage of social media influences employee and organization performance in other industries.

Thirdly, the sample size should increase to get more accurate data according to Comrey and Andrew (1992), 1000 respondents and above are accepted as an excellent and perfect sample size.

Fourthly, future studies could test other dimensions of social media which are more prevalent among users.

Lastly, future research should consider adapting a longitudinal design approach to observe the changes in the impact of social media usage on employee and organization performance over time using the organizational and employee performance measures used in this study.

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