

Organizational Performance through Socialization and Role of Social Media: Empirical Evidence from Manufacturing Companies of Pakistan

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ABSTRACT: *Social media applications including Facebook, WhatsApp, and others, are essential tools for today's businesses and these are becoming critical sources of information. This study has identified five critical factors for measuring the impact social media on organizational performance; information, knowledge, role clarity, self-efficacy and support system. This study is based on primary data analysis and conducted through a self-administered close-ended questionnaire, designed and distributed among 500 employees of different manufacturing companies of Pakistan through random sampling. The structural equation model has been applied by using PLS smart and SPSS packages. Our study finds that social media applications have a significant impact on gaining information and knowledge, understanding the role and developing a support system. In contrast, social media applications have no impact on clarifying goals and targets and self-efficacy. It is recommended that organizations should encourage the use of social media applications in the organization in order to promote socialization among the employees.*

Key Words: *Facebook, WhatsApp, Socialization, Role Clarity, Self Efficacy, Support System*

I. INTRODUCTION

People mostly rely upon social media by connecting themselves in this modern era. Technology is becoming an essential part of their everyday life. Social media connects each segment of society from household to business (1). According to Fisher (1986), people learn new things, beliefs, behaviors, values, skills and orientation through socialization. In recent years, it has been observed that many new tools are introduced to increase organizational

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socialization (Bennett et al. 2010). Socialization increases positive results among the employees during their job tenure (Kammeyer-Mueller and Wanberg 2003). Socialization also has a positive impact on organizational commitment; therefore, different organizations are trying to implement such tactics and practices which help to socialize in order to increase the level of commitment (WeiBo et al. 2009). It is noticed that social media has increased communication among the people and their lives have changed rapidly (Chang and Hsiao, 2014). The rapid increase in using social media has positive effects on the workplace because it helps all employees to stay connected with each other which seemed impossible a decade ago (McAfee, 2006). The great emphasis on social media has caused to create social networking to ameliorate communication among the employees (IoT) (Xu et al., 2014). Through the increasing use of social media, advantages at workplaces can be achieved by strengthening the relationship among employees, promoting the sharing of knowledge and resource.

Though there are different viewpoints regarding the use of social media, apart from positive aspects, there are several harmful uses of social media. It has created a disturbance and decreased productivity. Most of the research has only focused on positive effects but ignored the adverse ones and mostly, it is the positive impacts that have been explored by different researchers. Social media tools help organizations to increase socialization. This study is focused on exploring the use of social media within the organization that can ameliorate employees' socialization.

Social media applications (Facebook, WhatsApp) are essential tools for today's businesses; these are becoming the key source of collection and dissemination of information. Some people believe these applications are a positive sign for business development and creating a positive relationship for the organization. In contrast, some people said these applications are far enough for the development of organizations; these applications are affecting employees' performance (Leidner et al. 2016). This research explores the perceptions of the professionals about the positive or negative impact effect of social media applications in an organization. The data to be gathered in this research may provide help to get information regarding the active social media influences in organizations.

II. LITERATURE REVIEW

Social media's impact on firms' corporate culture is in short supply, even though, weak regulatory mechanism together with a firm control on the board by large shareholders usually family members in Pakistan suggest that organizational culture is dependent on controlling families' management style (Memon, Fei, Shaique, Usman, & Nazir, 2020). In some countries such as Pakistan, frequent power shortages, faulty strategies and lack of support policies from the governments have

caused a decline in many traditional industries (Javed et al. 2020). That has changed the way the workforce interacts as traditional organization cultures are changed, and the use of technology is more widespread.

The tools which are normally used as social media purpose help employees to stay connected virtually (Majchrzak et al. 2009), provide a platform to exchange information among users (Denyer et al. 2011) and very much helpful in revolutionizing the way the traditional businesses operate (McAfee 2006). It has been found that most organizations are involved in engaging their employees personally on social media platforms in order to develop their social genius with other employees. This practice of socialization is normally applied to new employees.

With this approach, organizations achieve the target to create awareness about organizational culture, objectives, and important goal among new employees (Miller and Jablin 1991). Apart from that, new employees can understand different social networks within the organization (DiMicco et al. 2008). With the effective use of social media new hires interacts with other employees and understands their responsibility to achieve organizational targets and how they will be carried during the tenure of their job. It is also helpful to interact with other employees, which is a useful approach for new hires to be mingled with other employees. Apart from that, interacting with seniors also gives them knowledge about how organizational goals and objectives will be achieved (Schein 1971). Therefore we hypothesize,

H₁: Social media applications are helping organizations' employees to achieve their goals and targets.

New employees must understand the organizational culture and interaction, and social media is the better source to provide information and knowledge regarding the new working environment (Taormina 1994). It has also been noticed that new employees get worried about seeking information within the origination, especially in their early days. That is why it becomes difficult to understand the thing prevailing in the organization which may have an adverse effect on their performance (Saks and Ashforth 1997).

Therefore it is suggested to arrange social gatherings among the employees as new hires can seek information and knowledge about their job according to organizational culture (Saks and Ashforth 1997). It has now been a bit easier with the help of social media to seek information about the organization (Leidner and Kayworth 2016). This knowledge will be conducive for new hires to adopt and require skills which are mandatory for performing their job (Leidner and Kayworth 2016). Moreover, it develops the relationship between new employees and top management which ameliorates hierarchical organizational structure and allows access to information to understand the system (Kiron 2012). Therefore we hypothesize,

H₂: Social media applications are providing relevant information and knowledge to the employees.

Rules vary from organization to organization on whether to allow socialization among new hires and senior. Most of the organizations allow new hires to be mingled with seniors in their early stages of the job. It is because new hires can be able to understand their role and position in the organization (Kammeyer-Mueller and Wanberg 2003). Now, most of the new social media tools have been introduced which are helpful to develop the relationship in a short period (Denyer et al. 2011; Rozwell 2011). It is effortless to use social media and interact with each other and share the knowledge, and new hires may feel easy while using social media to understand their role to perform their jobs (Koch et al. 2011). Similarly, it is also useful to socialize with coworkers and share their views which can be conducive for organizational culture via using social media tools (Leidner et al. 2016). Therefore we hypothesize,

H₃: Social media applications are positively used by employees to understand their role in an organization.

With the use of social media, new hires get access to their senior co-workers and understand how to perform their tasks in a better way, and case any issue is faced by new hires, it can be resolved by sharing the knowledge with seniors (Koch et al. 2011). Social media is very flexible; the employee can interact with each other anywhere in the organization. It is free from geographical constraints; new hires can easily contact any time with their seniors without leaving their actual work station and can seek information related to performing their role in a better way. It is encouraged in some organizations to use social media tools to interact with each other. That is because organizations consider it is a cheap and convenient source to enhance the performance of any new hires by imparting complete knowledge regarding their job role and providing necessary guidelines to understand their role in the organization effectively (McAfee 2009). Therefore we hypothesize,

H₄: Social media applications are helping the employees to perform effectively in an organization.

The emergence of new technology has changed the way of life it seems difficult to separate work life and personal life (Lindgren et al. 2008; Tarafdar et al. 2007). Organizations normally engage their employees through social media in order to develop a working environment among the employees during working hours. Social media tools are commonly used for “friending” friends and family. It is useful to share their personal life and helps to understand each other (Kaplan and Haenlien 2010).

When it is allowed to interact with friends and family by using social media, employees feel themselves to connect (boyd and Ellison 2008). In this way, this connection within the organization will be conducive to promote an internal social network of friends. This type of relationship helps to create social connections and understand their

roles (Koch et al. 2012). Eventually, this friendship becomes a personal relationship that can be beneficial for an organization (Majchrzak et al., 2009). Therefore we hypothesize,

H₅: Social media applications are creating better relationships among the employees in an organization.

2.1 Theoretical Framework

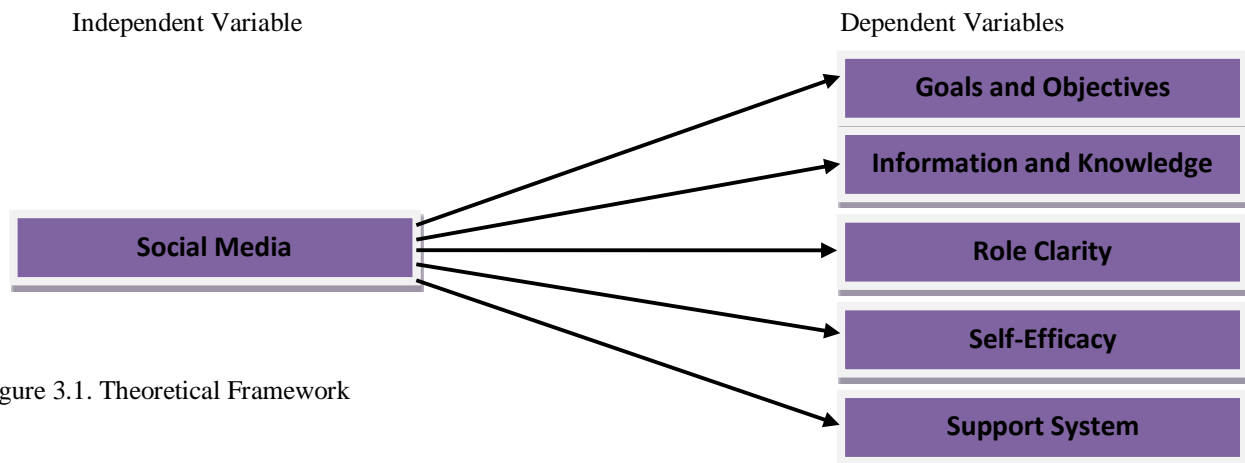


Figure 3.1. Theoretical Framework

Independent Variable: Social Media

Dependent Variables:

Goals & Objectives

Information & Knowledge

Role Clarity

Self-Efficacy

Support System

III. METHODOLOGY

This research is based on a quantitative approach method; deductive research theory will be used with survey techniques to evaluate the influences of social media on socializing in an organization through its employees. This research is carried out in selected manufacturing companies in Pakistan. The data is collected through a questionnaire consisting of nineteen (19) questions. All questions are close-ended questions with the use of seven points Likert Scale consisted of Completely Agree, Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree and Completely Disagree.

All questionnaires were distributed and collected by hand from the offices of different organizations. Hundred and fifty (500) questionnaires were distributed among the employees of different organizations. Out of these 447 questionnaires were collected, 34 questionnaires were found incomplete and finally, 413 questionnaires have been used for analysis purposes. These questionnaires were included in the study. The analysis of the questionnaires was undertaken using PLS (Partial Least Squares) & SPSS (Statistical Package for Social Sciences).

3.1 Structural Equation Model

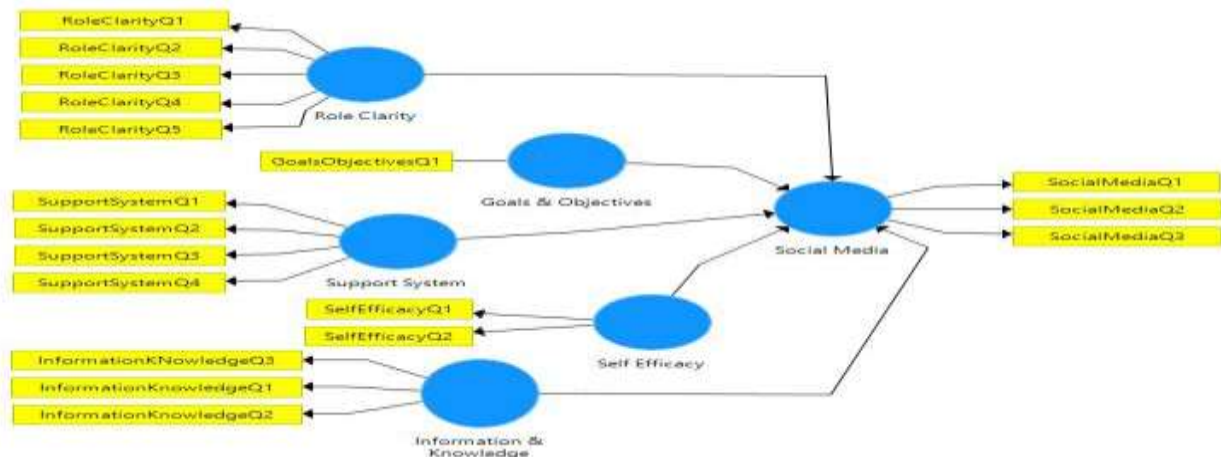


Figure 3.1. Structural Equation Model

IV. DATA ANALYSIS

The alpha value to measure the reliability of constructs should be greater than 0.7, so it will be accepted; otherwise, if the value will be less than 0.7, it should not be accepted. The significance value (P-value) to measure or evaluate the influence of social media on organization performance through the socialization of workers should be less than 0.05, so the null hypothesis will be rejected otherwise if the value will be greater than or equal to 0.05, we fail to reject the null hypothesis. The significance value (P-value) to measure or evaluate the impact of social media on goals & objectives, information & knowledge, role clarity, self-efficacy & support system should be less than 0.05, so we will reject null hypothesis otherwise if the value will be greater than or equal to 0.05, we fail to reject the null hypothesis.

4.1 Personal and Demographic Analysis of the respondents

This study includes 413 questionnaires which have been filled by different respondents in different organizations. The total number of male respondents is 234, which becomes 56.66%; on the other hand number of female

respondents is 179 which becomes 43.34%. The male respondents are a bit higher than females, but the female ratio is also significant which can be helpful to understand the viewpoint from both genders.

We have classified our respondents into five age brackets, beginning from 21-25, 26-30, 31-35, 36-40 and 41+. Before distributing questionnaires, we confirmed if any of the respondents are 20 years old or below, we excluded him/her from our survey. The total number of respondents is 143 who are between 21 to 25 years old which become 34.62%; similarly numbers of respondents are 198, 63 and 9, who are between 26-30, 31-35 and 36-40 respectively. None of the respondents is found who is 41 years old or above. The highest percentage of the respondents is between 26-30 years old which 47.94% of overall respondents become.

We have classified all employees into five categories manager, head of the department, regular/permanent employee, new hires (probationary period), internees. The overall number of managers in our respondents is 14 which becomes 3.39%, the number of HOD is 0%, regular employees are 135, new hires are 212 and internees are 52. The highest number of respondents are new hires, and the second-highest are regular employees.

In response to the “which social media application is mostly used during office hours,” out of 413 respondents, 253 responded Whatsapp, which become 61.26%, 99 responded Facebook and the rest of respondents use a mix of both. It is found that most employees use WhatsApp to interact with each other.

We classified all respondents into four qualification categories intermediate, bachelors, masters, and others. Out of 413 respondents, 52 are intermediate, 314 are bachelor which become 76% of total respondents. 47 respondents are masters and none of the respondents is found who has other qualifications than these three. It is found that most of the respondents are graduates.

4.2 Empirical Analysis

Table 4.1. Reliability Analysis using Cronbach’s Alpha

Constructs	Cronbach’s Alpha	Number of items
Goals and Objectives	0.761	1
Information and Knowledge	0.867	3
Role Clarity	0.881	4
Self-Efficacy	1.000	2
Support System	0.844	5
Social Media	0.867	3

Table 4.1 summarizes the results of Cronbach's alpha values of all constructs. If the value of Cronbach's is greater than 0.7, it means questions which have been asked to analyze particular construct are consistent and reliable. All our results appear to have good internal consistency and reliability.

Table 4.2. R-Square Adjusted

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (O/STDEV)	P-value
Social Media	0.307	0.337	0.062	4.95	0.000

Table 4.2 summarizes the results of R-square adjusted; the significance value (P-value) of social media is less than 0.05. So all the constructs (goals and objectives, information and knowledge, role clarity, self-efficacy, and support system) are directly influenced by social media which confirms that social media has a vital role in creating socialization which ultimately improves the performance of employees.

Table 4.3. Path Coefficients and Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (O/STDEV)	P-value
Social Media-> Goals and Objectives	0.005	-0.001	0.067	0.075	0.936
Social Media-> Information and Knowledge	0.316	0.319	0.068	4.647	0.000
Social Media-> Role Clarity	0.178	0.191	0.064	2.781	0.006
Social Media-> Self-Efficacy	-0.116	-0.110	0.077	-1.506	0.132
Social Media-> Support System	0.284	0.283	0.065	4.369	0.000

The significance value (P Value) of the impact of Goals and Objectives on Social Media is higher than 0.05, so we fail to reject the null hypothesis i.e. Social media applications are not helping organizations' employees to achieve their goals and targets. The significance value (P Value) of the impact of Information and Knowledge on Social Media is less than 0.05, so we reject the null hypothesis. By rejecting the null hypothesis, alternate hypothesis statements would be considered valid. It is confirmed that "Social media applications are providing relevant information and knowledge to the employees." The significance value (P Value) of the impact of Role Clarity on Social Media is less than 0.05, so we reject the null hypothesis and alternative hypothesis statement would be considered valid. It is confirmed that "Social media applications are positively used by employees to understand their role in an organization." The significance value (P Value) of the impact of Self Efficacy on Social Media is higher than 0.05, so we fail to reject the null hypothesis i.e. "Social media applications are not helping the employees to perform effectively in an organization." The significance value (P Value) of the impact of the Support System on Social Media is less than 0.05, so we reject the null hypothesis. In case of rejecting the null hypothesis, the alternate hypothesis statement would be considered true. Thus, It is confirmed that "Social media applications are creating better relationships among the employees in an organization."

Table. 4.4. Hypotheses Summary

Hypotheses	P-Value	Null Hypothesis	Findings
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H ₁ : Social media applications are helping organizations' employees to achieve their goals and targets.	0.936	Failed to reject	No Impact
H ₂ : Social media applications are providing relevant information and knowledge to the employees.	0.000	Rejected	Impact
H ₃ : Social media applications are positively used by employees to understand their role in an organization.	0.006	Rejected	Impact
H ₄ : Social media applications are helping the employees to perform effectively in an organization.	0.132	Failed to reject	No Impact
H ₅ : Social media applications are creating better relationships among the employees in the organization.	0.000	Rejected	Impact

V. CONCLUSION AND RECOMMENDATIONS

The use of social media applications such as Facebook & WhatsApp is nowadays becoming a vital source for business development. One area of increasing adoption is organizational settings, where employees hope that these applications are conducive to ameliorating organizational processes. This research argues that social media applications are necessary to create organizational socialization which ultimately leads towards better performance.

This research explained to us that social media usage has a direct and positive impact on organization socialization through its worker's or employee's interactivity. Except for two hypotheses, all hypotheses indicate that social media applications impacted them significantly which ultimately impacted on organization performance. It has confirmed that social media played a pivotal role in developing socialization among employees. Employees get accessible information in understanding organizational culture which ultimately led them to perform according to the guidelines of the organization. Furthermore, it was also noticed that with the emergence of social media applications caused easier communication of the message to the employees which was very difficult two decades ago as well as it was easy for the organizations to bring all the employees on the one platform by creating socialization with the help of social media in order to enhance the organizational performance.

Exploring the presented issue had a significant implication for the Pakistani government and private firms. It especially carries interest for HR departments who have concern for the organization's employee's performance.

First, organizations should focus on employee's behavior towards using social media. Organizations can design their training programs according to habits of using social media. For example, they can make a Facebook page and use it for training purposes. The HR department can update its policies, new training programs, meeting schedules, training tools, inspirational quotes on the Facebook training page. Secondly, the organization's HR department can use Facebook or other social network profiles of employees to screen out the required skills for newly launched/planned projects. Organizations can use these social media to enhancing skills/ abilities,

knowledge/qualification, productivity/ outcomes and motivation level of employees. It should be taken as a positive and ethical medium of social communication.

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