Organizational Member Use of Social media for Communication

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Abstract: *Organization management and communication process are now influenced by the changes and innovation caused by IT development. Smart phones and more exactly social media are good examples of these new ways of organizational communication. Managers are facing a problem of either to completely support it for the benefits or limit its use. For China's case, it has created a unique communication platform. Therefore, this study discusses the potential role of social media use for communication in the Chinese organizations context for it possessed rich features and capabilities. This study aim to analysis the uses of social media and answer the main research question of how it is being use in organization for communication by utilizing the UTAUT model. Data was collected in China from 229 employees working in Hefei high-tech development zone showed the hypotheses were supported.*

Keywords: Social media, Organizational Communication, China, UTAUT

1. Introduction

Around 3.77 billion of the world population has internet connection today, equal to 50% penetration according to the United Nations agency that oversees international communications. Back on January 2017 a statistical report found that of the "online" population in China, roughly 700 million of them are mobile internet users. Early this year, it was estimated that more than half of China's massive population now goes online in a country with over 1.37 billion people, these numbers are astounding (Lam, 2018). And, according to the recent China's fast internet growing these figures is expected to change by at least 6% in the coming year. The internet is primarily a technical innovation, then leads to social and economic change and it is an important communication tool to contact persons and society, people and enterprise. It connects reality and virtual world, and breaks through space and time limit in traditional communication (Xingxiaoli, 2016).

Organizations and workers become depending on the internet, which lead to the born of internet services such as social networks referred to more broadly as social media. For China's case, it has created a unique wide range of social media platforms landscape, from online discussion forums and customer review sites to online games and video sharing. With the apparent popularity rise in social media usage, organizations in China have taken it upon themselves to introduce questions on whether it could contribute towards improvements in organization's communication, performance, decision making and networking.

However, Chinese social media platforms have rich features, several functions, and do not focus on single functionality (Percolate, 2014). WeChat (WeiXin in Chinese) is the most influential social media platform released by Tencent in late 2011.

WeChat had a utilization rate of 94.5% among Chinese user according to Tencent data published around March 2018, and also more than one billion daily active users worldwide. It has developed fast into a multifunctional platform that combine social networking communication, public services, e-commerce, mobile payments, and a collaborating interface for other applications.

Organizational social media communication has both positive perspective and negative consequences (Zoonen et al., 2017). The increasing use of social media has lead to an increase in distraction limiting people's focusing. A neuroscientist claimed that social media caused effect on how people's mind function. That is people are subjecting their brains to an environment and asking them to do things they weren't necessarily evolved to do. Therefore, many things are coming from social media and sometimes it can be overwhelming, employees live in suffering from the communication overload. The problem, managers dealing with human resources issues could face challenges since information and communication technologies have unified into a single coin technology. Coming from this existing knowledge we can say managing information have been shown to have significant effects on employees productivity and managers would be conscious on employee's productivity. It is very important for an organization to view more benefits from a positive perspective (Tajudeen et al., 2017). This could suggest on employers actively monitor employees using social media for communication behavior resulting to a higher level of work-life conflict and also important challenges of information overload. One of the two main streams of research within the context of the organization has concentrate on the ability of social media use in forming individual's ways of communicating with one another (Gibbs et al., 2013).

The use of social media in the workplace is refers to as work experience, organizational development news or industry and work-related information sharing (Van zoonen at al., 2016). This study attempts to analysis the uses of social media and answer the main research question of how Social media is being use in organization for communication. The study seeks to extend knowledge and analysis the adoption of social media for communication in organization with respect to change and innovation. Therefore, this study discusses the potential role

of social media in the Chinese organizations context for it contains rich benefits and capabilities in enhancing internal and external organizational communication process. The long term goal of the research is to achieve an in-depth understanding of the new work communication environment. We expect this study to have an impact on organizational social media communication since many of the prior studies have not gave a clear understanding on how it is formulated and being used.

2. Literature Review

Social media has changed the society, and individuals in various context are now using it. Today it represent not just a technical phenomenon but also a social, culture and communication, and in the modern world people are depending on it in buying something's, to go somewhere or to meet someone. However, the theoretical concept for social media use for communication is not yet clear especially in the developing countries despite of its increasingly popularity which had resulted toward a quantity of vast amount of empirical and conceptual papers in recent years. Additionally, despite of the rapidly field of social media research, the topic of social media use specially for communication in organization has received a very little attention.

Literature review on social media for communication identified their use in information, community, and action (Kristen et al., 2012), Sales and marketing (Andzulis et al., 2012), public relations (Khang et al., 2012), knowledge management and sharing (El Ouirdi et al., 2015), personal use for work (Van Zoonen et al., 2016), and the transformation of human resource management (Williams & Lavita, 2017). Moreover, some studies have recommend and analyse some models such as technology acceptance model (TAM), theory of planned behavior (TPB) in order to come up with an explanation which may highlight the acceptance or use of Information technology (IT). Researchers have use these models for studies across different individual or person category, variety of organization, and technologies. The lack of research on the topic of social media use for communication in organization seems to be related to some challenges facing its domain. Despite its plethora of definitions the field lack thorough theoretical description on the issue of how it is been used in organization's communication process. Its rise must encourage development and use on how it is being adapted in internal and external communication. New strategies are need to illustrated some of this new modern communication which could cause great change for the future development of an organization structures that are flexible enough to meet the modern organization communicative demands in the area of social media communication.

Studies have risen the risk issues on the bad influences of social media organizational communication and interaction with people in subject related to health. Today, people ask questions regarding their health over social networks and many institutions or experts related to health respond over these networks (Kung & Oh 2014). These responds over the network has led into increase risk communication regarding

both patient and health professionals (Erer & Cobaner, 2016). On the ethical dimension and the professional development, people agree on the role of social media in enhancing professional social ties and relationships while there is a disagreement on transparency of information that are shared as some believe that it could cause various risk which include inaccurate information, unprofessional behavior and organizational risk. These means organizational use of social media mostly with the aim of organization communication, getting information, and entertainment, while there is awareness of it risk use and it developing professional social networks and relationships. Users share their experiences, information, review, tips, warnings, advice and or any kind of issues with other users in general or specifically with their connection or friends and such information on social media site may influence consumers decision-making (Madhvi et al., 2017).

The Chinese organization members use social media for communication could be because of several reason. It has being allowed and supported, it enhance goals achievement for communication practice in the organization and improve organization performance process, for its a source for community identification to gain a sense of belonging, and finally might be for it is easy to use for socializing purpose, and takes less effort and time to facilitate learning activities and knowledge sharing behaviors. However, there is no an accurate way to measures such effect influence and benefits. Some researchers have had concluded that adaption and usage of social media into organizational communication offer new exciting ways of interacting with co-workers and other target groups, sharing knowledge and showcasing one's expertise (Ollier Malaterre et al., 2013; Utz, 2015).

Based on our review, in order to extend knowledge and analysis the use of social media in organization for communication we introduce Denkatesh et al., (2003) Unified Theory of Acceptance and Use of Technology (UTAUT) to discuss the potential role of social media in the Chinese organizations context. The continuous use of UTAUT by different researchers proof it could be used for different category of persons, variety of technologies tools for health information system in the health care industry, collaboration technology in knowledge-intensive firms, mobile internet for consumers, and even e-government for citizens. After reviewing Venkatesh (2003) model we observed that PE, EE, SI, FC, and BI could all be important indicators constructs that measures the use of social media in organization for communication. However, how important is each construct according to the Chinese organization member could result into answering our main study question. It is therefore very important to this study to examine these constructs. Next we introduced the research hypothesis and the model was presented followed by the empirical applications. Finally, the result are presented, followed by discussion then conclusion.

3. Hypothesis Development

3.1 Performance expectancy

According to our study performance expectancy (PE) could

be defined as the extent to which organization member believes using social media for communication will help him or her to achieve work goals. A recent study of the usage of social media in team-working in a company in the United States indicated that social media posits to become an influential mechanism for team communication in the future and could be a major factor to improve the ability to coordinate work task (Cardon et., 2014). In a study conducted by Mckinsey global (2013) for organization use of social media for communication, 90% of executives reported measurable benefits from using social media technologies. And, In terms of social media usage, 83% of respondent said their companies were using at least one social technology and 65% said employees accessed at least one communication application of a mobile device. Furthermore, the number of organizations which use social media to improve internal communication has increased significantly since it has been found to improve efficiency, innovation, team collaboration, and culture transformation as well as organizational alignment (Young et al., 2014). A study of effect of social media on public relations for local government found social media can be a significant communication tool. Stakeholder can participate in the decision making or other operational activities without having to physically attend a programme or event (Graham, 2014). In term of our hypothesis, one expect improved in performance from using social media for communication which helps in accomplishing a task goal, this has been shown to lead organization member toward greater social media use for communication use.

H1: PE is positive related with an intention for organization member to use social media for communication.

3.2 Effort expectancy

According to this study, effort expectancy (EE) could be defined as the level of ease in which the organization members use social media for communication. Therefore, in this study we refer to social effort expectancy as how easy for employees to use social media for communication for their daily work. There are studies that claims our hypothesis that effort expectancy positively affect intention as well as the actual use (Gruzd et al., 2012; Ismail, 2010) on students' behavioral intention. Both found support for this hypothesis. For instance, for student when you compare effort expectancy on social media usage on the effort and time it takes to facilitate knowledge sharing and learning activities and for employees on the effort and time it takes in knowledge sharing and e-learning, these could be training tools for knowledge sharing to recognize sharing behaviour (Wild et al., 2002). Blogs, an easy to use medium for socializing and discourse with an emerging role in building knowledge by sharing also referred to as social network sites (Vaast et al, 2006). Social media do not only make the process of communication easier for organizations' employees, partners and customers but also make it easier to reach to them in cases such as administrates issues which may need urgent decision-making. Further, it easier for due to its flexibility, saving time and distance since it also enables collaboration and share information.

H2: EE is positive related with an intention for organization member to use social media for communication.

3.3 Social influence

Researches are trying to explaining whether social influence (SI) is to be considered as main factors that link to intention or use of social media behavior. We suggest that social influence has a significant effect on intention or social media use. Social media has significantly influence on intention to use e-commerce. Theory of consumer socializing assumes communication among consumers on social media affects their concept and attitudes influenced by advertising, friends recommendations, and connections which at the same way may lead to decision-making result to purchases or business relationship (Singh & Jain, 2017). According to our study we may say it is the social influence related social media use for communication and employees are relating to the appreciation from others such as his peers at work, partners and relatives toward using social media for communication. So therefore, according to this study social influence is define as an amount where an organization member aware that others believe he or she should use social media for communication. Users are joining social media and other blog activities for community identification and to gain a feeling of belonging. And, for using mobile banking in Taiwan social influence was found to be the main factor (Yu, 2012). As people interact with each other socially, they experience and engage to a quality of social influence which could shapes not only their knowledge but hobbies and interest which may strengthen relationship result from active communication.

H3: SI is positive related with an intention for organization member to use social media for communication.

3.4 Facilitation condition

In this study, facilitation condition (FC) is define as the degree to which organization member believes that his or her organization support the use of social media for communication. Facilitation condition includes constructs of perceived behavioral control, condition related to facilitating and compatibility of technology as we can mention organizations members may use Chinese social media for communication other than other western social media for communication. That's organization member perceived support from the organization in order for him/her to adopt into the successfully of using social media for communication and can be said that organizations will be promoting their employees and provide all support to use social media for communication to achieve organization goals and improve performance and communication as all the social media can be access from desktop and cellphone to stay connected. Social media also do not only make the process of communication easier for organizations' employees, partners and customers but also make it easier to reach to them in cases such as administrates issues which may need urgent decision-making. Furthermore, it easier for due to its flexibility, saving time and distance since it also enables collaboration and share information. When both PE and EE were both not present in the model FC becomes predictive of intention, but both PE and EE are present, then FC becomes not significant prediction of intention (Venkatesh 2000).

H4: Facilitating conditions will be positive related to organization member to use social media for communication.

3.5 Behavior intention

According to Venkatesh theory (Venkatesh et al., 2003) behavior intention (BI) influences technology. Employees'

actual use of social media for communication is predicted and influence by their own intention. In our model we refer to intention to use as our dependent variable because it correctly measure the goal

H5: BI is positively related with an intention for organization member to use social media for communication.
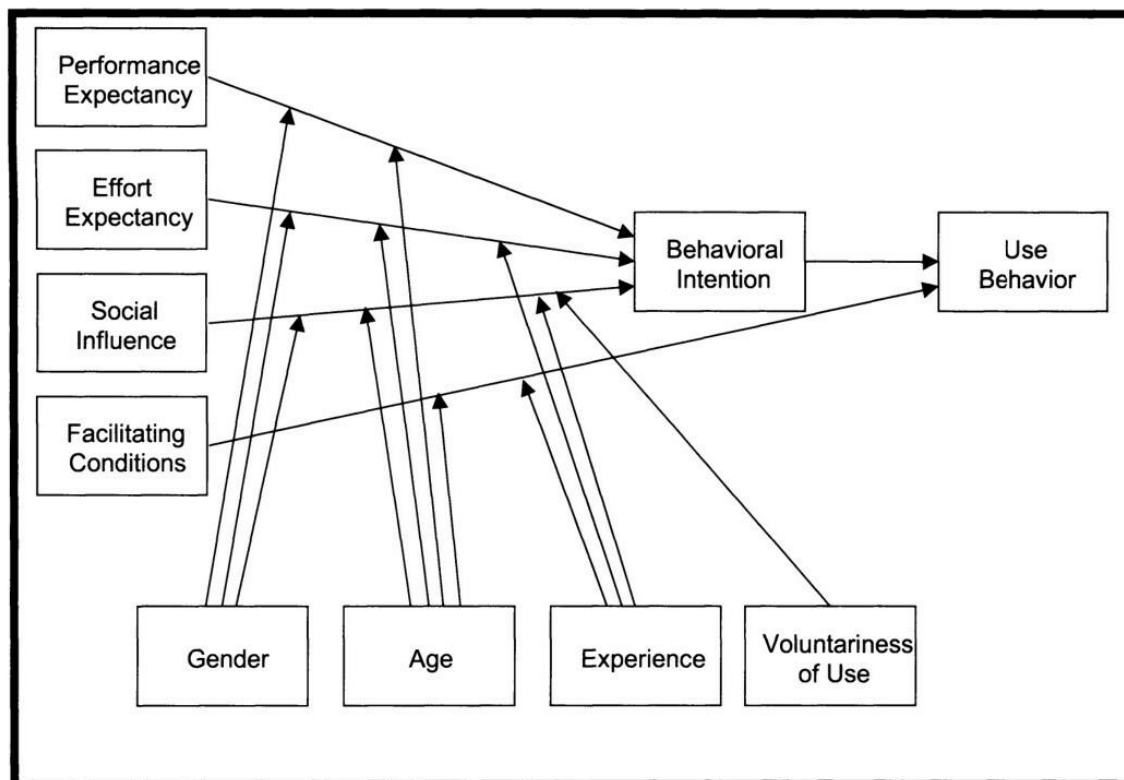

Figure 1: UTAUT model Venkatesh et al., (2003)

4. Methodology

4.1 Sampling procedures

Next, in order to achieve the research goals, the research has to focus on six constructs including, performance expectancy, effort expectancy, social influence, facilitating condition, intention, and social media use for communication (user behaviour). Items of performance expectancy, effort expectancy, social influence, facilitation condition and intention were obtained from validated questionnaire of Vankatesh et al., (2003) UTAUT model which was further modified to fit the research context and user behavior items was self-constructed. All items were measured using 5-point likert scale (1-strongly disagree) to (5-strongly agree). A first

section question was added in order to gather information about the organization member use and most use social media for communication. The respondents were provided with numbers of social media to select such as Wechat, QQ, Weibo and others three western social media such as Facebook, WhatsApp and Twitter. In addition, the respondents were asked to state their gender, age, years of work experience, highest degree earned, and a question were added concerning the numbers of hours spending using social media per day. The first stage of the research questionnaire distributing was

made in Hefei High Technology Development Zone (HTDZ) It covers an area of 128 square kilometers and consists of number of companies in the field of medicine, education, agriculture, communication, and technology with over 18,000 companies and a total of 146 responses was collected. The purpose of the pilot study is to test the face validity and the content validity, since the questionnaire language content was translated into Chinese mandarin from its original type English language with the help of a colleague major in business administration in order to make sure the questions are clear to the respondents. The respondents were mostly Chinese nationals with a great educational level and knowledge of using social media for communication. Revision was followed up after the first stage test. As we mentioned a colleague from the school of business administration had helped in the translation process of the original English questionnaire into Chinese mandarin. However, one male participant comment regarding the first section of the questionnaire and show concern on the translation of the word 'organization' into Chinese as 'Zuizhi' while a female comment that there are some questions which are not clear compare to the ordinary Chinese language they usually used. The responses in the pilot study were excluded from the final data analysis.

4.2 Data collection

After, a second stage was followed and a total of 232 respondents were collected. Out of those, 229 were including for the study data analysis. The data was transmitted to SPSS 22.0 to ensure that all the details will be preserved. The data was based on the empirical analysis of the main regression relationship in the empirical analysis and the subsequent descriptive analysis of the dimensional differences of the study variables. Correlation analysis was carried out in each dimension of the sample, and the correlation analysis was carried out using Pearson linear correlation to interpret and estimate the degree of relationship between the constructs, regression analysis for each hypothesis is presented as well. At the same time, the general demographic variables of the sample are obtained. The questionnaire contains the use of individual social media platform to understand the actual use needs of different users for those social media platforms, and to examine the specific research variables. On the one hand, it is based on the distribution of population conditions, and in the other hand is convenient for subsequent adjustment model hypothesis testing. In the next section we present the result for our data empirical analysis with tables explaining the result details.

5. The results

In this section we discus result of the empirical study for the organization member's use of social media in the organization for communication based on the demographic variables for the frequency analysis. In table (1) we present the study results of all the respondents about the first question. In this question the result has shown the importance of the Chinese local social media especially for Wechat with (84.3%). Other social media use for communication Weibo (49.3%) and QQ (66.8%) showed moderate use. However, results indicates that though westerns social media such as Facebook (14.8%), WhatsApp (10%), Twitter (10%) are blocked in China some organization members are having access to these platforms for their communication, the reason could be for the popularity of these platforms internationally and its preference for communication with international clients or partners since hefei HTDZ have a number of international organizations. In addition the use of these platforms are still consider the main tool for expert in public relations and the primarily aim of its use is to assure the transmission of information for the benefit of facilitating communication and mutual understanding among various organization and institutions and among various audience. Therefore this result has proven our aim from this question that is organization considers social media as an important platform for communication and new opportunities.

Table 1: Frequency analysis for social media use

Social media use		Frequency	Percentage
WeChat	Do not use	36	15.7
	Use	193	84.3
Weibo	Do not use	116	50.7
	Use	113	49.3
QQ	Do not use	76	33.2
	Use	153	66.8
Facebook	Do not use	195	85.2
	Use	34	14.8
WhatsApp	Do not use	206	90.0
	Use	23	10.0
Twitter	Do not use	206	90.0
	Use	23	10.0

In the second question the respond was given a single choice option among the listed social media platforms for the aim of knowing the most used social media in organization for communication. Result has showed WeChat (66.8%), QQ (15.7%) while surprisingly Weibo (6.6%) and facebook (6.6%) were having an equal number of percentages. Other western social media continue to be slightly used with Twitter (3.1%) and WhatsApp (1.3%). The domination of WeChat for communication could be for their feature which includes work related task, effluence, personal and professional advantages.

Table 1: Frequency analysis results for most social media use
N=229

Most common used social media		Frequency	Percentage
Which of the following is your most used social media?	WeChat	153	66.8
	Weibo	15	6.6
	QQ	36	15.7
	Facebook	15	6.6
	WhatsApp	3	1.3
	Twitter	7	3.1

Table (3) explains From the 229 usable survey female was seen to be having the highest number of respondent (52.8%) while male (47.2%). The highest percentage for employees completing the online questionnaire survey was in the 18-29 age group (66.4%), followed by 30-39 age group (19.2%). Employees with work experience of 0-4 (57.6%) are the highest followed by 5-9 (14.4%).

Table 2: Frequency analysis results for the demographic factors

N=229		Frequency	Percentage
Gender	Male	108	47.2
	Female	121	52.8
Age	18-29	152	66.4
	30-39	44	19.2
	40-49	17	7.4
	50-59	14	6.1
	60+	2	.9
Work experience	0-4	132	57.6
	5-9	33	14.4
	10-14	23	10.0
	15-19	24	10.5
	20+	11	4.8
	others	6	2.6
Educational background	Bachelor	144	62.9
	Master	64	27.9
	Ph.D.	2	.9
	Others	19	8.3

Moreover, a total of (62.9%) rank as the highest education background having bachelor degree followed by masters (27.9%) and Ph.D. were the least. Based on the frequency analysis result for number of hours spending per day using social media, it found that (52.4%) of the respondents spends more than 4 hours using Social media per day, 28% are between 2-4 hours. The least number of hours spend using social media was within 1 hour (4.4%) table (4).

Table 3: Frequency analysis results for number of hours spends on social media per day

Number of hours	Frequency	Percentage
More than 4 hours	120	52.4
2-4 hours	66	28.8
1-2 hours	33	14.4
Within 1 hours	10	4.4

Subsequent analysis of the dimensional differences of the study variables is present. The mean and standard deviation of the analysis variables are as follows

Table 4: Descriptive analysis results for each dimension

Social media factors	N	Mini	max	Mean	SD
UB	229	1	5	3.71	.594
PE	229	1	5	3.89	.706
EE	229	1	5	3.90	.670
SI	229	1	5	3.73	.840
FC	229	1	5	3.97	.556
BI	229	1	5	4.02	.752

From the results, the BI score is the highest, followed by the higher average value of FC. The UB and SI scores are lower in each dimension, and the overall score is higher than the theoretical average of 3, indicating that the average sample experienced in each dimension value is higher. From the standard difference number, it can be found that the overall standard deviation is maintained in the range of 0.6 to 0.8. The standard deviation of three times of this range basically covers the range of the mean to the maximum value and the minimum value, indicating that the data sample distribution is better. Correlation analysis was carried out on each dimension of the sample, and the correlation analysis was carried out using Pearson linear correlation. The specific results (table 6) showed there was a significant positive correlation between BI and other Social media influencing factors. At the same time, UB and BI and influencing factors also showed a significant positive correlation. The significance of all variables remained at $p<0.01$. The moderate correlation coefficient of the correlation coefficient ranges from 0.281 to 0.562. Explain that subsequent studies are suitable for predictive analysis to validate model assumptions.

Table 5: Pearson correlation analysis table for each dimension

Social media factors	UB	PE	EE	SI	FC	BI
UB	1					
PE	.562**	1				
EE	.506**	.497**	1			
SI	.413**	.369**	.281**	1		
FC	.417**	.359**	.382**	.258**	1	
BI	.479**	.537**	.422**	.377**	.379**	1
**.Significantly correlated at the .01 level (both sides).						

6. Discussion

Our study discussion conclude that the organization use social media for communication is determined by four factors performance expectancy, effort expectancy, social influence, and facilitation condition we referred to them as communication factor. Culture can be regarded as a collective characteristics one member of a human group from another by the specific values they hold (Hofstede, 1984). Culture is to a collective what personality is to an individual; character traits affect the response of a human group to its environment, just as a personality determines the identity of a person (Hofstede, 1984). Here we are argued that the use of social media for communication could be different from the social media type itself and the society culture. Therefore, we applied the UTAUT model to the Chinese culture by study the use user behaviour of the Chinese organization member to find the true factor which could explains how social media is being use for communication base on Venkatesh and Zhang (2010) the model may show and perform differently in other cultures and factors could show different result and become less or more important than others.

The study model explains the constructs performance expectancy, effort expectancy, and social influence are significant positive related to intention while intention is significantly positive related to social media user behaviour toward using social media in organization for communication. Facilitating condition is significant positive and direct related to social media user behaviour. Our research have demonstrated that effort expectancy with mean of (3.90), and performance expectancy with number of mean equal to (3.89) are the main factors affecting intention toward using social media in organization for communication (table 2). However, intention with a mean of (4.02) was seen to be the most important construct explained employee's actual use social media for communication is influence by their own intention. The finding of this study in many ways support and contributes on our literature on social media use in organization for communication. Although organization members (52.4%) spend more than 4 hours per day using social media per day could indicates it use were more social than work purpose, study proof that organizations are still giving support for its use in organization for communication.

7. Conclusion

Organizations are discovering new ways of communication process resulting from the changes and innovation that is happening from social media influenced by technological development, as they allow people connect with each other, it will continue to be modified in terms of quality and simple to use which could be a better recommendation for a faster and efficient communication. However, in another way this growth has limited employees focus and rise distractions. The study result has concluded on the constructs effort expectancy and performance expectancy as the main important communication factors for using social media in organization by the organization members in the Chinese organization context, this finding contradicting other studies. There is a difference between society toward the intention from using

social media, in Europe region performance expectancy explains the individual behaviour in relation to intention while in the middle east effort expectancy explains the individual intention (Tavara, 2017).

The findings of this study provide knowledge and guidance to managers and human resources specialist as well the department in general about introducing these new innovation of communication technology specially social media and showed that social media use for communication was used less for work purpose. This study advice organization on the importance of social media for it has eventually strong effect that will impact the management performance and operation within the organization. For this reason, organization engage with the management use of social media for communication should perform flexibly. Employees are involving in social media use for communication for its availability and support use in organizations, it use is helping them to present each other as a best human being.

Finally, there is a rapidly increasing on communication technologies, in most case younger age category give great significance or value social media use for communication and the impact of these technologies on the organization communication environment still need to be study. More research is needed to focus on explaining the impacts of age, gender, experience and voluntariness use to understand the impact these variables may have on social media network use for communication in the organization. We also recommend that future research to include additional factors from other source and to consider increase the size of the sample for number of respondent in this study is relatively small and more respondent may show better analysis result.

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