

THE IMPACT OF SOCIAL MEDIA AT WORK ON JOB  
PERFORMANCE AMONG GOVERNMENT  
EMPLOYEES: PERSPECTIVE FROM THE STRESS-  
STRAIN-OUTCOME AND SOCIAL CAPITAL  
THEORY

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We hereby declare that We have checked this thesis and in our opinion, this thesis is adequate in terms of scope and quality for the award of the degree of Doctor of Philosophy.



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I hereby declare that the work in this thesis is based on my original work except for quotations and citations which have been duly acknowledged. I also declare that it has not been previously or concurrently submitted for any other degree at Universiti Malaysia Pahang or any other institutions.

A handwritten signature in blue ink, consisting of a large, stylized initial 'A' followed by a smaller, cursive 'n'.

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## ABSTRAK

Penggunaan media sosial (MS) yang meluas dalam organisasi merupakan pemacu yang relevan yang boleh mempengaruhi prestasi kerja seseorang pekerja. Beberapa penyelidik telah mempertimbangkan peranan langsung penggunaan media sosial dalam mempengaruhi prestasi kerja. Tidak banyak kajian yang dijalankan untuk menerokai cara penggunaan media sosial dalam memberi kesan kepada prestasi kerja pekerja, terutamanya inovasi. Selain itu, wujud percanggahan atau ketidakkonsistenan dalam literatur tentang penggunaan media sosial sama ada meningkatkan atau mengurangkan prestasi kerja pekerja. Justeru, model *Stressor Strain Outcome* (SSO) dan Teori Modal Sosial digabungkan di dalam kajian ini bertujuan untuk meneroka bagaimana penggunaan MS mempengaruhi prestasi kerja inovatif pekerja sektor awam dalam konteks Malaysia. Selain itu, penggabungan kedua-dua teori akan menemui kelebihan dan kekurangan media sosial, memperluaskan pemahaman nilai MS untuk tujuan kerja. Kepentingan kajian ini menjelaskan beberapa output yang boleh memberi manfaat kepada pekerja, pengurusan, dan kerajaan. Oleh itu, empat belas hipotesis digariskan untuk menyokong objektif kajian dengan memfokuskan kepada perkaitan antara penggunaan MS dan prestasi kerja di kalangan pekerja sektor awam. Dalam bahagian metodologi, kajian ini menggunakan positivisme sebagai paradigma penyelidikan, dan kajian dijalankan berdasarkan pendekatan kuantitatif. Manakala, instrumen kajian ini ialah soal selidik, dan item-item telah diadaptasi daripada kajian yang telah disahkan. Data itu dikumpul melalui tinjauan atas talian, dan 317 pekerja daripada sektor awam mengambil bahagian. Teknik pemodelan persamaan struktur kuasa dua terkecil separa (PLS-SEM) digunakan dalam analisis data untuk model pengukuran dan penilaian model struktur kajian ini. Penemuan mendapati bahawa penggunaan media sosial di tempat kerja mempunyai pengaruh yang sederhana tetapi signifikan secara statistik terhadap beban maklumat, beban komunikasi dan beban sosial. Di samping itu, lebih maklumat dan beban komunikasi secara positif mempengaruhi tekanan teknologi. Walau bagaimanapun, penggunaan MS di tempat kerja tidak banyak mempengaruhi beban sosial dan tekanan teknologi tidak memberi kesan kepada prestasi kerja inovatif. Penemuan berikut menunjukkan bahawa penggunaan MS secara signifikan meramalkan hubungan rangkaian, berkongsi visi dan kepercayaan. Selain itu, hubungan rangkaian dan kepercayaan menggalakkan penglibatan kerja secara positif kecuali untuk berkongsi visi. Selepas itu, penglibatan kerja dikaitkan dengan prestasi kerja yang inovatif. Oleh itu, kajian ini memberikan implikasi teori dan praktikal untuk meluaskan pengetahuan bagi mengurangkan kekurangan penyelidikan berkaitan prestasi inovatif dan mengurangkan rancangan dan usaha untuk prestasi pekerja berkaitan isu penggunaan MS di tempat kerja. Menggambarkan kekurangan penyelidikan empirikal mengenai penggunaan SM yang berkaitan dengan prestasi inovatif dalam persekitaran tempat kerja, kajian ini mengembangkan literatur yang sedia ada mengenai kelebihan dan kekurangan penggunaan MS di tempat kerja dengan mengintegrasikan kedua-dua teori. Oleh itu, penggabungan teori ini memperkayakan pemahaman tentang kekuatan, kelemahan, peluang dan ancaman pekerja akibat penggunaan SM di tempat kerja. Di

samping itu, kajian ini memberikan pandangan berharga kepada pihak-pihak berkepentingan yang berkaitan dengan sesebuah organisasi, termasuk pekerja sendiri, majikan, dan kerajaan mengenai penggunaan MS di tempat kerja. Majikan dan kerajaan boleh menawarkan rancangan dan usaha mengurangkan isu penggunaan MS di tempat kerja berkaitan prestasi inovatif pekerja, termasuk menyemak atau mengukuhkan dasar atau peraturan. Oleh itu, kajian ini secara teori dan praktikal telah menyumbang kepada bidang ini dengan menggabungkan perspektif yang berbeza berkaitan MS di tempat kerja terhadap prestasi kerja inovatif.

## ABSTRACT

The pervasiveness of social media (SM) use in organizations is a relevant driver that can influence an employee's job performance. Several researchers have considered the direct role of social media usage in influencing job performance. However, limited studies explore how social media use may impact employees' job performance, especially innovativeness. Moreover, inconsistencies exist in the literature regarding whether social media improves or reduce employees' job performance. By integrating the Stressor Strain Outcome (SSO) model and Social Capital Theory, this study aimed to explore how SM use influences public sector employees' innovative job performance in the Malaysian context. Besides, integrating both theories will discover the advantages and disadvantages of social media, extending the comprehension of their value for work purposes. The significance of this study explains several outputs that can benefit employees, management, and the government. Hence, fourteen hypotheses are outlined to support the study's objectives, focusing on the association between SM use and job performance among public sector employees. In the methodology part, this study applies positivism as a research paradigm, and the study was conducted based on a quantitative approach. Meanwhile, the instrument of this study is a questionnaire, and items were adapted from previously validated studies. The data was collected through an online survey, and 317 employees from the public sector participated. The partial least square structural equation modelling (PLS-SEM) technique was applied in data analysis for this study's measurement model and structural model assessment. The findings discovered that social media use at work has a mild but statistically significant influence on information overload, communication overload, and social overload. In addition, information overload and communication overload positively influence technostress. However, SM use at work has not significantly influenced social overload, and technostress does not impact innovative job performance. The following finding shows that SM use predicts network ties, shared vision, and trust significantly. Besides, network ties and trust positively promoted work engagement except for shared vision. Subsequently, work engagement was associated with innovative job performance. Reflecting on the lack of empirical research on SM use related to innovative performance in a workplace setting, this study extends the existing literature on the advantage and disadvantages of SM use at work by integrating both theories, the SSO model and SCT. Hence, these theories enrich the understanding of the employee's strengths, weaknesses, opportunities, and threats due to SM use in the workplace. In addition, this study provides valuable insight into the following parties related to the organizational stakeholders, including employees themselves, employers, and the government concerning SM use at work. Employers and governments can offer mitigating plans and efforts on the issues of SM use at work concerning employees' innovative performance, including revising or strengthening the policy or rules. Therefore, the study has theoretically and practically contributed to the field by integrating different perspectives on SM use at work towards employee innovative performance.



## TABLE OF CONTENT

|                                      |            |
|--------------------------------------|------------|
| <b>DECLARATION</b>                   |            |
| <b>TITLE PAGE</b>                    |            |
| <b>ACKNOWLEDGEMENT</b>               | <b>ii</b>  |
| <b>ABSTRACT</b>                      | <b>v</b>   |
| <b>TABLE OF CONTENTS</b>             | <b>vi</b>  |
| <b>LIST OF TABLES</b>                | <b>xii</b> |
| <b>LIST OF FIGURES</b>               | <b>xiv</b> |
| <b>LIST OF ABBREVIATIONS</b>         | <b>xv</b>  |
| <b>LIST OF APPENDICES</b>            | <b>xvi</b> |
| <br>                                 |            |
| <b>CHAPTER 1 INTRODUCTION</b>        | <b>1</b>   |
| 1.1 Introduction                     | 1          |
| 1.2 Background of study              | 1          |
| 1.3 Research problem                 | 4          |
| 1.4 Research question                | 8          |
| 1.5 Research objective               | 8          |
| 1.6 Significance of research         | 8          |
| 1.6.1 Theoretical significance       | 10         |
| 1.6.2 Practical significance         | 11         |
| 1.7 Scope of study                   | 12         |
| 1.8 Operational construct definition | 13         |
| 1.9 Chapter summary                  | 16         |
| <b>CHAPTER 2 LITERATURE REVIEW</b>   | <b>17</b>  |
| 2.1 Introduction                     | 17         |
| 2.2 Innovative performance           | 17         |

|          |   |    |
|----------|---|----|
| 2.3      | The concept of social media                         | 19 |
| 2.4      | Social media and job performance                    | 22 |
| 2.5      | Malaysian Public Sector                             | 33 |
| 2.6      | Theories selection                                  | 36 |
| 2.7      | The Stressor-Strain-Outcome model                   | 44 |
| 2.7.1    | Stressor, social media overloads                    | 44 |
| 2.7.1.1  | Information overload                                | 48 |
| 2.7.1.2  | Communication overload                              | 50 |
| 2.7.1.3  | Social overload                                     | 51 |
| 2.7.2    | Strain, Technostress                                | 52 |
| 2.7.3    | Outcome, job performance                            | 53 |
| 2.8      | Social capital theory                               | 54 |
| 2.8.1    | Network ties  | 58 |
| 2.8.2    | Shared vision                                       | 59 |
| 2.8.3    | Trust   | 61 |
| 2.8.4    | Work engagement and job performance                 | 62 |
| 2.9      | Gap in Literature                                   | 64 |
| 2.10     | The Theoretical model                               | 67 |
| 2.11     | Hypothesis development                              | 69 |
| 2.11.1   | Social media use at work and social overloads       | 69 |
| 2.9.1.1  | SM use at work and information overload             | 69 |
| 2.9.1.2  | SM use at work and communication overload           | 70 |
| 2.9.1.3  | SM use at work and social overload                  | 71 |
| 2.11.2   | SM overloads affecting technostress among employees | 71 |
| 2.11.2.1 | Information overload and technostress               | 72 |

|                              |  |           |
|------------------------------|--|-----------|
| 2.11.2.2                     | Communication overload and technostress            | 73        |
| 2.11.2.3                     | Social overload and technostress                   | 73        |
| 2.11.3                       | Technostress and job performance                   | 74        |
| 2.11.4                       | Social media use at work and social capital theory | 75        |
| 2.11.4.1                     | Social media use at work and network ties          | 75        |
| 2.11.4.2                     | Social media use at work and shared vision         | 76        |
| 2.11.4.3                     | Social media use at work and trust                 | 77        |
| 2.11.5                       | Social capital and work engagement                 | 78        |
| 2.11.5.1                     | Network ties and work engagement                   | 78        |
| 2.11.5.2                     | Shared vision and work engagement                  | 79        |
| 2.11.5.3                     | Trust and work engagement                          | 79        |
| 2.11.6                       | Work engagement and job performance                | 80        |
| 2.12                         | Chapter summary                                    | 82        |
| <b>CHAPTER 3 METHODOLOGY</b> |  | <b>83</b> |
| 3.1                          | Introduction                                       | 83        |
| 3.2                          | Research paradigm                                  | 83        |
| 3.2.1                        | Positivism   | 84        |
| 3.3                          | Research design                                    | 87        |
| 3.4.1                        | Cross sectional design                             | 89        |
| 3.4                          | Research process                                   | 89        |
| 3.5                          | Sampling process                                   | 90        |
| 3.5.1                        | Target population                                  | 91        |
| 3.5.2                        | Sampling design                                    | 93        |
| 3.5.3                        | Sample size  | 94        |
| 3.5.4                        | Selected sample                                    | 96        |
| 3.6                          | Instrument development                             | 97        |
| 3.6.1                        | Survey Scale                                       | 97        |

|          |                                     |     |
|----------|-------------------------------------|-----|
| 3.6.1.1  | Odd number scale                    | 98  |
| 3.6.1.2  | 7-point Likert scale                | 99  |
| 3.6.2    | Item generation                     | 99  |
| 3.6.2.1  | SM use at work                      | 100 |
| 3.6.2.2  | Information overload                | 101 |
| 3.6.2.3  | Communication overload              | 102 |
| 3.6.2.4  | Social overload                     | 103 |
| 3.6.2.5  | Technostress                        | 104 |
| 3.6.2.6  | Network ties                        | 105 |
| 3.6.2.7  | Shared vision                       | 106 |
| 3.6.2.8  | Trust                               | 106 |
| 3.6.2.9  | Work engagement                     | 107 |
| 3.6.2.10 | Innovative job performance          | 108 |
| 3.7      | Data collection process             | 109 |
| 3.7.1    | Self-administered questionnaire     | 109 |
| 3.7.2    | Method of delivery                  | 110 |
| 3.7.2.1  | Internet Survey                     | 110 |
| 3.7.3    | Social media platform               | 111 |
| 3.7.4    | The protocol of data collection     | 113 |
| 3.8      | Pretesting                          | 114 |
| 3.8.1    | Expert Driven Pre-test              | 115 |
| 3.9      | Pilot study                         | 116 |
| 3.9.1    | Discussion of the pilot study       | 117 |
| 3.10     | Proposed analysis                   | 118 |
| 3.10.1   | Structural equation modelling (SEM) | 119 |
| 3.10.1.1 | Justification for using PLS-SEM     | 120 |
| 3.11     | Measurement model                   | 121 |

|                          |  |            |
|--------------------------|--|------------|
| 3.11.1                   | Reliability  | 122        |
| 3.11.2                   | Validity   | 123        |
| 3.11                     | Structural model                                   | 125        |
| 3.12                     | Chapter summary                                    | 125        |
| <b>CHAPTER 4 RESULTS</b> |  | <b>127</b> |
| 4.1                      | Introduction                                       | 127        |
| 4.2                      | Data preparation                                   | 127        |
| 4.2.1                    | Data screening and cleaning                        | 127        |
| 4.4.2.1                  | Straight lining & Blank response                   | 128        |
| 4.4.2.2                  | Missing values                                     | 128        |
| 4.3                      | Assumption testing                                 | 129        |
| 4.3.1                    | Normality test                                     | 129        |
| 4.4                      | Nonresponse bias test                              | 129        |
| 4.5                      | Common Method Variance                             | 130        |
| 4.6                      | Descriptive Analysis                               | 131        |
| 4.6.1                    | Response Pattern                                   | 131        |
| 4.6.2                    | Demographic Information of respondents             | 131        |
| 4.7                      | Descriptive analysis of instrument                 | 133        |
| 4.9                      | Measurement Model                                  | 133        |
| 4.9.1                    | Indicator reliability                              | 133        |
| 4.9.2                    | Internal consistency                               | 134        |
| 4.9.3                    | Convergent validity                                | 134        |
| 4.9.4                    | Discriminant validity                              | 136        |
| 4.9.4.1                  | Heterotrait-Monotrait Ratio of Correlations (HTMT) | 136        |
| 4.9.4.2                  | Fornell & Larcker criterion                        | 137        |
| 4.10                     | Structural Model                                   | 138        |

|        |  |            |
|--------|--|------------|
| 4.10.1 | Collinearity issue                               | 138        |
| 4.10.2 | Structural model relationship                    | 138        |
| 4.11   | Coefficient of Determination ( $R^2$ )           | 143        |
| 4.11.1 | Assessment of effect size ( $f^2$ )              | 143        |
| 4.11.2 | Assessment of the Predictive Relevance ( $Q^2$ ) | 143        |
| 4.12   | PLS predict                                      | 144        |
| 4.13   | Summary of hypothesis testing                    | 146        |
| 4.14   | Chapter Summary                                  | 147        |
|        | <b>CHAPTER 5 DISCUSSION</b>                      | <b>148</b> |
| 5.1    | Introduction                                     | 148        |
| 5.2    | Recapitulation of the study                      | 148        |
| 5.3    | Discussion of the findings                       | 149        |
| 5.3.1  | Research Question 1                              | 151        |
| 5.3.2  | Research Question 2                              | 155        |
| 5.3.3  | Research Question 3                              | 156        |
| 5.3.4  | Research Question 4                              | 159        |
| 5.4    | Research Implication                             | 160        |
| 5.4.1  | Theoretical implication                          | 160        |
| 5.4.2  | Practical implication                            | 161        |
| 5.5    | Limitation and future works                      | 163        |
| 5.6    | Conclusion                                       | 164        |
|        | <b>REFERENCES</b>                                | <b>165</b> |
|        | <b>APPENDICES</b>                                | <b>187</b> |

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