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The Effect of Social Media on Employees' Organizational Commitment in the Communication Sector

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ABSTRACT

The aim of this study is to examine the effect of social media on employees' organizational commitment in the communication sector. It examines the effect of four factors of social media (Communication, Content Creation, file sharing, and hedonic practices) on organizational commitment. To achieve this aim, the quantitative approach was used by using a questionnaire to collect the data from 247 employees working in the communication sector. A SEM was used for data analysis. The result revealed that there is a positive effect of social media on employees' organizational commitment. Specifically, communication, content creation, and file sharing were found to have a positive and significant effect on organizational commitment, while hedonic practices have an insignificant effect on organizational commitment.

INTRODUCTION

In the contemporary workplace landscape, organizational commitment (OC) stands as a cornerstone of employee loyalty, dedication, and alignment with organizational goals (Al-refaei *et al.*, 2019). Despite its significance, organizational commitment often faces challenges within the modern organizational framework (Zumrah *et al.*, 2021; Al-refaei and Zumrah, 2019). A Gallup survey conducted in 2017 shed light on a concerning trend: only 33% of American employees and 15% of employees worldwide are truly committed to their workplaces (Boyle, 2017; Ewing *et al.*, 2018), confirming the ongoing challenge of fostering organizational loyalty. This challenge has prompted communication practitioners to prioritize developing strategies to enhance organizational commitment, with social media emerging as a pivotal tool in this endeavor (Mishra *et al.*, 2014). The adoption of various communication channels, including social media (SM), reflects a broader effort to deepen employees' connection to their organizations, transcending mere engagement to foster a durable sense of belonging and allegiance (Men & Bowen, 2017; Ewing *et al.*, 2018).

Large organizations have made substantial investments in internal social media networks as part of their transformation initiatives to digital communication within corporate settings. This shift highlights a wider pattern of utilizing digital advancements to improve internal communication and, consequently, strengthen organizational commitment. With the rise of digital natives in the workforce, it is crucial to modify internal communication strategies to include social media. This is necessary not only to enhance corporate reputations but also to foster stronger connections between employees and their organizations (Men & Bowen, 2017; Madsen,

2017; Neill, 2015; Huang *et al.*, 2013).

However, the process of effectively utilizing social media (SM) to enhance organizational commitment (OC) is filled with obstacles. Wehner, Ritter, and Leist (2017) have expressed concerns regarding the tangible return on investment of these platforms, especially when they do not meet expectations in facilitating employee collaboration and knowledge sharing. This highlights the gap between the potential effect of social media in enhancing organizational relationships between employees and their organizations. In response to this gap, Ewing *et al.* (2019) claimed researchers to do more studies to evaluate how social media affects organizational commitment and to explore approaches for successfully managing the internal network of social media platforms to enhance organizational commitment.

Therefore, this study fills this gap by evaluating how social media affects organizational commitment. More clearly, this article seeks to navigate these complexities by conducting research and providing practical evidence on the link between social media usage and OC. By examining the nuanced interplay between these variables, this study aims to provide insights and recommendations for organizations striving to enhance organizational commitment by strategically utilizing internal social media platforms. Through a comprehensive analysis of best practices, this article endeavors to illuminate pathways for fostering a culture of unwavering organizational commitment in the digital age.

LITERATURE REVIEW

The research inclination stems from the belief that social media application has a beneficial influence on organizations, namely, that it has a substantial positive

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influence on individual job devotion, which consequently affects employees' attitudes and their performance. Employees can use social media in their organization in several different ways and for several reasons, Examples include establishing and maintaining social connections on platforms like LinkedIn or Facebook, sharing experiences and memories through blog posts, Twitter, and LinkedIn, collaborating through shared websites, posting photos on Instagram and videos on YouTube, tagging and commenting on peers' content, and rating and reviewing peers' content.

Majchrzak *et al.* (2013) mentioned that the critical mass theory proposed by Oliver & and Marwell (2001), may be used to illustrate how meta-voicing helps in a more successful online information discussion. Individuals are also increasingly generating and disseminating knowledge-based content through wikis and blogs (Jadin *et al.*, 2013; Levy, 2009). Employees' social networks expand as a result of using these tools. As this happens, their perception of their peers expands. This includes their special features such as taste, knowledge, and skills. Moreover, the large quantity of file sharing, entertainment activities, and content creation conducted by both individuals and corporations are immediately evident on YouTube, Facebook, WhatsApp, Dropbox, and Instagram. This research presents a taxonomy of four types of social media activity characteristics that may influence employee commitment. Hedonistic activities include talking to people, making and sharing content, exchanging information, having fun, and being entertained.

Organizational commitment is complex due to the influence of SM. SM can facilitate product innovation, team building, and stakeholder engagement, ultimately

boosting organizational commitment (Dwivedi *et al.*, 2021). Organizational proficiency and commitment to social media significantly impact its utilization in sales. Customer interaction with social media is a strong indicator of its usage, which is affected by individual and organizational elements. Social media in organizations has been proven to enhance communication quality, which can be improved by engaging in frequent communication with others, resulting in increased employee commitment (Zhang *et al.*, 2022). Al-Muhrami *et al.* (2021) asserted that the utilization of technology within an organization can influence individual behavior. Additionally, utilizing social media for internal communications within companies, typically seen as a marketing task, could result in enhanced engagement between employees and their organizations, indicating a possible transition in the oversight and financing of social media efforts toward human resources (Miller & Tucker, 2013). Ewing *et al.* (2019) discovered that utilizing social media for communication positively impacts employee engagement. They suggested further research to investigate the influence of SM on employee behavior, particularly OC. The current study posits that:

Conceptual Framework and Hypotheses

This study investigates the effect of soc on OC, it examines the effect of four factors of SM as Communication, Content Creation (CC, File Sharing, and Hedonic Practices) on OC. The conceptual model of the current study shows the effect of the four factors of social SM on OC by four hypotheses as the following:

- H1. Communication has a significant effect on OC.
- H2. Content creation has a significant effect on OC.
- H3. File sharing has a significant effect on OC.
- H4. Hedonic practices have a significant effect on OC

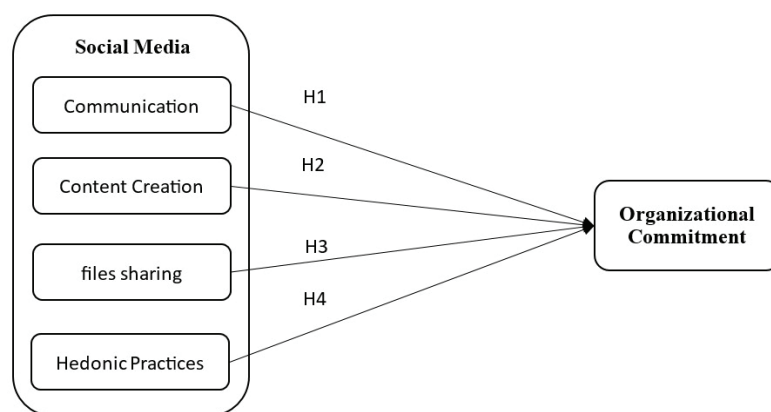


Figure 1: Conceptual framework

METHODOLOGY

A Quantitative approach was applied in this study to explore the correlation and effect of social media practices on the employee's commitment. The questionnaire was employed to obtain primary data for this study. Online questionnaires created on Google links will be distributed to peers in the association/group through a network of social media and applications like Facebook and

WhatsApp to make it easier to reach a wider response. The questionnaire is developed using an online Google form and a Likert scale, with respondents answering on a range of 1 to 5, with strongly disagree =1, and strongly agree (5). Four items to measure communication, four items to measure the creation of content, hedonic practices were evaluated by 4 items, file sharing was evaluated by 4 items, all social media scale were modified

from Campbell (1990), and Ali-Hassan *et al.*, (2016). While OC was measured by five items essentially established by Meyer and Allen, (1990), and were modified from previous studies (Alsamawi *et al.*, 2019; Al-refaei *et al.*, 2019; Zumrah *et al.*, 2021).

The questionnaire has been distributed to employees of communication companies in Yemen. To achieve the desired response rate, 400 questionnaires were delivered to Yemeni telecom company personnel. 264 employees answered the surveys. The response rate was 66%, with 17 replies eliminated owing to incompleteness or lack of data, therefore, 247 responses were valid and used for data analysis. From the respondents 135 (54.7%) were male, and 112 (45.3%) was female.

RESULTS AND DISCUSSIONS

Results of the Measurement Model

Figure 2. depicts the CFA of the measurement model. This measurement model contains five constructs known as social media including communication, content creation, file sharing, hedonic practices, and OC. The result of the CFA of this measurement model reveals an excellent fit as shown in Figure (1). Specifically, $X^2 = 235.068$, $df = 179$, $CMINDF = 2/df (235.068/179) = 1.313$, and the p-value associated with this result is statistically significant since it is less than 0.05, ($p = 0.000$), $CFI = 0.988$, and $TLI = 0.986$. The number for the root indicates that the square error of approximation (RMSEA) is 0.036,

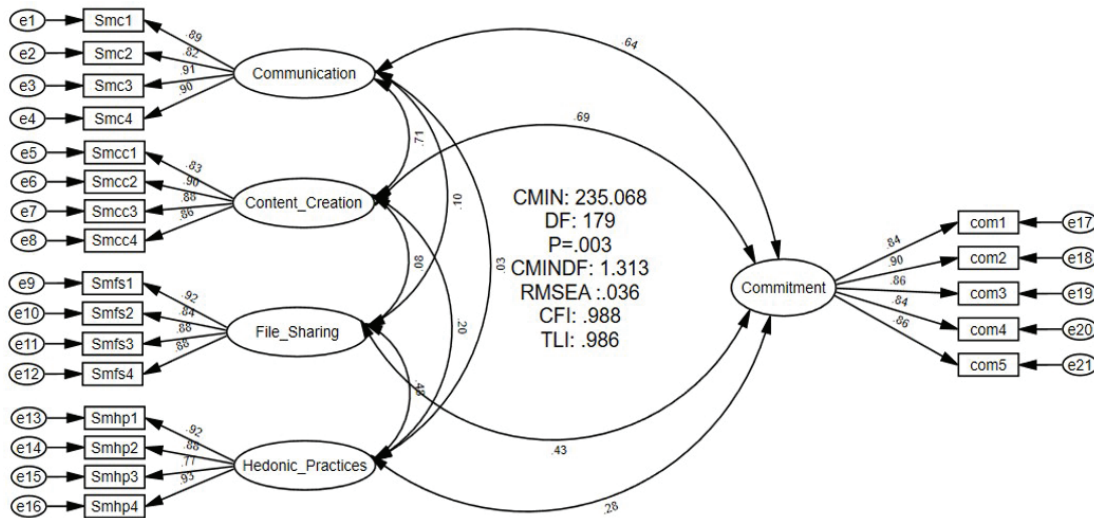


Figure 2: CFA of the measurement model

All items exhibited factor loadings exceeding 0.60, in accordance with the recommendations of Ghumiem *et al.* (2022) and Alshuhumi *et al.* (2024). The factor loadings for each construct ranged from 0.77 to 0.93. Notably, strong composite reliability (CR) was observed across all constructs, with communication scoring 0.93, creation of content 0.92, file sharing 0.93, hedonic practices 0.93, and commitment 0.94—values surpassing the suggested threshold of 0.70 (Ghumiem *et al.*, 2023; AL-refaei *et al.*,

2023). Furthermore, each construct demonstrated an average variance extracted (AVE) score exceeding 0.50, with AVE values of 0.76, 0.75, 0.78, 0.77, and 0.74, respectively. The maximum shared variance (MSV) ranged from 0.23 to 0.51 for all variables, consistently lower than the AVE. Comparatively, the maximal reliability (MaxR-H) values ranged from 0.92 to 0.94, exceeding 0.80. Consequently, the convergent validity of the current measurement model was confirmed, as depicted in the table.

Table 1: Items, factor loading, and construct validity

Constructs	Items	Loading	CR	MaxR(H)	AVE	MSV
Social media communication	co1	0.89	0.93	0.94	0.76	0.50
	co2	0.82				
	co3	0.91				
	co4	0.90				
Creation of Content	cc1	0.83	0.92	0.92	0.75	0.51
	cc2	0.90				
	cc3	0.88				
	cc4	0.86				

file Sharing	fs1	0.92	0.93	0.93	0.78	0.23
	fs2	0.84				
	fs3	0.88				
	fs4	0.88				
Hedonic Practices	hp1	0.92	0.93	0.94	0.77	0.23
	hp2	0.88				
	hp3	0.77				
	hp4	0.93				
Organ-Commitment	C1	0.84	0.94	0.94	0.74	0.48
	C2	0.90				
	C3	0.86				
	C4	0.84				
	C5	0.86				

However, discriminant validity was assessed using the Fornell and Larcker (1981) technique (FIC), a method employed in various studies (e.g., Al-refaei *et al.*, 2021; Ateeq *et al.*, 2024). It is considered acceptable when the correlations between communication, content creation, file sharing, and hedonic practices on organizational commitment are smaller than the square root of the average variance extracted (AVE) for each construct (Fornell and Larcker, 1981; Hair *et al.*, 2019). Consequently, the model's discriminant validity is confirmed if the AVE is greater than the correlations between the constructs,

and no correlation exceeds the square root of the AVE (as indicated by bold values) in Table 4.9, following recommendations by Fornell and Larcker (1981) and Kline (2016). Thus, based on the results and discussion, the measurement model is deemed valid, as illustrated in Panel A of Table 2. Furthermore, previous studies such as those by Henseler *et al.* (2015) and Al-refaei *et al.* (2023) suggested using the Heterotrait-Monotrait Ratio (HTMT) to assess discriminant validity. The HTMT values for all constructs were below 0.85, confirming the discriminant validity, as depicted in Panel B of Table 2.

Table 2: FLC and HTMT for all constructs

No	Constructs	Panel A: FLC					Panel B: HTMT				
		1	2	3	4	5	1	2	3	4	5
1	Communication	.881					-				
2	Creation of Content	.711***	.866				.720	-			
3	file Sharing	.103	.084	.880			.116	.084	-		
4	Hedonic Practices	.025	.196***	.480***	.879		.024	.210	.488	-	
5	Organ-Commitment	.641***	.694***	.429***	.277***	.863	.648	.705	.433	.280	-

Result of Hypothesis Testing

The result of hypothesis H1 “there is an effect of communication on organizational commitment” indicates that communication has a positive and significant influence on OC ($\beta = 0.248$, $p = 0.000$, Critical Ratio = 3.925). This result supports this hypothesis of the effect of communication on OC since the t-statistics value was greater than the crucial ratio of 1.96, as recommended by (Byrne, 2016; Kline, 2015). Therefore, the communication effect organizational commitment hypothesis was validated. The study of hypothesis H2, “content production influences organizational commitment,” indicates that content creation has a statistically significant effect on OC ($\beta = 0.434$, $p = 0.000$ (Critical Ratio = 6.199). This result supports this hypothesis since the t-statistics value was greater than the crucial ratio of 1.96, as recommended by (Byrne, 2016; Kline, 2015). Therefore, the influence of content development on OC was supported.

The analysis of hypothesis H3 “there is an effect of file sharing on organizational commitment” demonstrates that file-sharing has a statistically significant effect on OC ($\beta = 0.321$, $p = 0.000$ (Critical Ratio = 6.509). This result supports this hypothesis since the t-statistics value was greater than the crucial ratio of 1.96, as recommended by (Byrne, 2016; Kline, 2015). The hypothesis on the effect of file sharing on OC was therefore supported.

The outcome of the analysis of hypothesis H4, “there is an effect of hedonic practices on organizational commitment,” demonstrates that hedonic practices have an insignificant influence on OC ($\beta = 0.007$, $p = 0.889$ (Critical Ratio = 0.140), respectively). This result did not support the hypothesis since the value of the t-statistics was less than the crucial ratio of 1.96. Therefore, this hypothesis was not supported, as shown by the t-statistics (Byrne, 2016; Kline, 2015). Therefore, the influence of hedonic practices on the OC hypothesis was unsupported.

Table 4.16: Results of the relationship

Path	Estimate		t-value (CR)	P-Value	Decision
	USD	SD			
Communication → Commitment	.248	.274	3.925	***	Supported
Content Creation → Commitment	.434	.460	6.199	***	Supported
File-Sharing → Commitment	.321	.355	6.509	***	Supported
Hedonic Practices → Commitment	.007	.007	.140	.889	unsupported

Notes: ***= $P < 0.000$, Note: USD = Unstandardized; SD = Standardized; CR = Critical Ratio

DISCUSSION

The findings of this study underscore the vital role of SM in fostering organizational commitment within the context of Yemeni communication companies. The theoretical framework proposed in this study aligns with previous literature, affirming that effective communication practices significantly influence organizational commitment. The result indicates that social media plays a crucial role in enhancing organizational commitment. Building upon the foundation laid by Bartels *et al.* (2010), this study reaffirms the impact of social media (communication channels) on organizational commitment. Whether it is interactions between managers and administrative staff or peer-to-peer communication among employees, fostering effective communication channels emerges as a key strategy for bolstering organizational commitment. Furthermore, the study delves into the role of content creation in influencing OC. The results indicate a significant positive effect of content creation on employee commitment, underscoring its importance within communication companies in Yemen. Employees' ability to generate content strengthens their commitment to the organization. Another noteworthy finding is the positive impact of file sharing on organizational commitment. The analysis reveals a significant relationship, suggesting that employees perceive file sharing as a valuable tool for their employment. This finding resonates with prior research highlighting the role of file sharing in facilitating communication and collaboration among employees, ultimately fostering organizational commitment (Leonardi *et al.*, 2013).

However, the study also identifies an insignificant effect of hedonic practices on organizational commitment. Despite the prevalence of hedonistic social media usage among employees, the analysis indicates no significant relationship. This finding suggests that indulging in leisure activities during work hours may detract from organizational commitment, potentially by diverting employees' attention away from their professional duties. Consistent with previous studies (Teigland & Wasko, 2009; Teigland & Wasko, 2003), this finding underscores the importance of managing employees' time and minimizing distractions to maintain productivity and commitment levels.

CONCLUSION

This study contributes to understanding the intricate

relationship between communication practices and organizational commitment within Yemeni communication companies. By highlighting the significant effects of communication, content creation, and file sharing, while also acknowledging the potential drawbacks of hedonic practices, this research offers valuable insights for organizational leaders striving to enhance employee engagement and commitment in the ever-evolving landscape of communication technologies.

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