



## THE INFLUENCE OF SOCIAL MEDIA TECHNOLOGY WITH REFERENCE TO FACEBOOK ON WORK PERFORMANCE: ORGANISATIONAL FRAMEWORK AS MEDIATOR

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### **Abstract:**

Social media such as Facebook has become an essential strategic tool for organisations. Facebook is a platform where a large pool of consumers would use to make purchase decisions. Organisations are designing and maintaining their Facebook account to expand their social networks and build relationships with the public. This research explains current situations regarding the influence of online social media technology with reference to Facebook on employees' work performance in Malaysia. The problem statement focuses on both the public and private sectors in Malaysia. Additionally, various literature was reviewed, indicating the relationship between social media (usage at work, sociability, and trust) and work performance. The mediating role of the organisational framework on the relationship between online social media technology (Facebook) and work performance was also scrutinised to formulate the research hypothesis. The findings of this research established a significant relationship between online social media (Facebook) and organisational framework and work performance. Conclusively, the hypothesis depicted that the organisational framework fully mediates the relationship between online social media technology (Facebook) and employees' work performance in public and private sectors in Malaysia. This study also verifies that both the public and private sector organisations that incorporate Facebook can enhance networking and information sharing, influencing employees' work performance, creating a stable organisational framework, generating value for customers, and improving employee relationships with all stakeholders. In conclusion, work performance can be heightened by a well planned and structured organisational framework. Additionally, through a well planned and implemented online social media technology such as Facebook, an organisation would have a smooth operating organisational framework and a workforce with enhanced performance.

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## 1. Introduction

### 1.1 A Brief History of Facebook

A popular archetypal social media, which is web-based, enables people to communicate with one another throughout the world is Facebook (Dang Nguyen & Lethiais; Brugger, 2015). It also permits organisations to share information about their products and services at ease with consumers worldwide (Kapoor et al., 2018). Facebook, which was presented to students of the Harvard University campus to communicate and exchange ideas in 2004 by Mark Zuckerberg, Andrew McCollum and Eduardo Saverin, has now exploded as one of the most tapped into web platforms transformed the way people and organisations communicated. According to (Muller, 2021), the number of Facebook users in Malaysia would reach a staggering 27.3 million users by 2025, which was only 23 million in 2019. Facebook was chosen as an online social media in this study because, as of April 2021, Facebook was the leading online social media and a market leader in Malaysia with 91.18% users (Statcounter Global Stat, April 2021; Kapoor et al., 2018).

### 1.2 Background

Social media, which comprises social networks, wikis and blogs, are interactional technologies also known as Web 2.0, and this is where a multitude of consumers engage in an exchange process. Furthermore, organisations worldwide utilise various social media websites to expand their social networks and build relationships with customers. Therefore, social media has become a vital strategic component for organisations, as mentioned by (Kapoor et al., 2018; Parveen et al., 2016).

This study was conducted to identify the influence of usage, sociability and trust on employees' work performance in public and private sectors. Currently, virtually every business is exploiting social networking websites to connect, commune, cooperate, and revolutionise how businesses operate to achieve their targets (Awolusi, 2012; Garcia-Morales et al., 2018). In addition, the social networking platform has also allowed employees to connect and collaborate with employees of other businesses (Ainin et al., 2015; McCann & Barlow, 2015).

Social networking platforms such as Facebook creates an interest in sharing information and ideas among the employees. As such, Facebook, an expanding social technology, plays a significant role in employees' lives daily and is utilised as an effective strategy by organisations (Pratono, 2018). Additionally, a previous study by (Bennett et al., 2010) elucidate that employees can preserve professional networks for projects and team related works by using social sites for interaction and erecting specialised networks that will heighten their job performance. Furthermore, online social media helps to promote a virtual collaborative approach, strategic behaviours and generates a competitive interaction among employees (Pratono, 2018).

A more recent study (Cao & Ali, 2018) mentions that social media has become a significant part of employees' lives, making daily communication free and easy that supports knowledge management practices within an organisation whereby employees could elevate their knowledge to enhance work performance. Additionally, employees who utilise Facebook for personal and professional use create a positive impact on job performance. Based on (Huang & Liu, 2017; Naim & Lenka, 2017), social networking platforms positively impact organisational processes and work performance.

### **1.3 Research Problem Statement**

There are numerous studies on the significance of social media in the workplace (Cao et al., 2016). However, this study focuses only on one particular online social platform that is rising fast among the people of Malaysia, which is Facebook taking into account utilisation, sociability and trust as the variables. Work performance is deemed the most crucial factor in an organisation since it plays an essential role in an organisation (Tuzun et al., 2018). Therefore, organisations use various methods to heighten work performance (Suliman et al., 2010; García-Chas et al., 2016).

Social media such as Facebook play a crucial role in various organisational functions and processes. According to (Harris & Rae, 2009), it provides an open, collaborative approach, which enables a convenient way of maintaining communications among employees, which increases the relationship with consumers and enhances work performance.

The knowledge transfer through Facebook has enabled employees to resolve tribulations and enhance work performance creatively. Moreover, Facebook can amplify the social networking of employees, which facilitates knowledge transfer. As a result, enhancing work performance. Therefore, Social media platforms such as Facebook, when embraced in an organisation, will improve employee work performance (Cao et al., 2016; Parveen et al., 2016).

It was noticed that some organisations in Malaysia lack the use of online social media technology. This is because, according to (Ahmad, 2019) social media such as Facebook is imposing threats to the reputation of the organisation. In addition, a study conducted by (Lee & Lee, 2020) in South Korea found that Facebook is hardly used for work purposes and that Facebook is not significant for employees' work performance. However, social media technology, if adopted, can benefit and improve the employees' work performance in Malaysia.

This research will focus on how social media such as Facebook heightens work performance. This study will explore how utilisation of social media by the employees, the employees' sociability and trust in the social media, which is built through Facebook, will help increase work performance. This research will also help understand the exact use of Facebook to enhance work performance and how the organisation's framework links social media to work performance.

### 1.4 Research Objectives

**RO1:** To examine the significant relationship between online social media technology (Facebook) and organisational framework.

**RO2:** To investigate the significant relationship between organisational framework and work performance.

**RO3:** To scrutinise the significant relationship between online social media (Facebook) and work performance of employees.

**RO4:** To study the mediating effect of organisational framework between online social media technology (Facebook) and work performance.

### 1.5 Research Questions

**RQ1:** Is there a significant relationship between online social media technology (Facebook) and organisational framework?

**RQ2:** Is there a significant relationship between organisational framework and work performance?

**RQ3:** Is there a significant relationship between online social media technology (Facebook) and work performance?

**RQ4:** Does organisational framework mediate the relationship between online social media technology (Facebook) and work performance?

## 2. Literature Review

### 2.1 Social Media Usage, Trust and Sociability in the Workplace

Organisations can create a relationship with their stakeholders and shareholder and promote their products and services using social media technology (Abeza, 2014; Aichner & Jacob, 2014). For example, Facebook, a social media technology, allows businesses to continuously involve their stakeholders and reach potential customers to enhance performance (Goldkind, 2015; Phang et al., 2015).

The most prominent social media platform used in Malaysia is Facebook (Statcounter Global Stat, April 2021; Akram & Kumar, 2017). It has various user interfaces which are easy to use and helps users and organisations in communications, collaboration and knowledge acquisition (Ahmad, 2019; McCann & Barlow, 2015; Islek, 2012). A study undertaken by (Celebi & Terkan, 2020) showed that Facebook and WhatsApp are the two highly expended online social media technology at work (78.7%). According to (Cao & Ali, 2018), business performers have dissimilar expertise and knowledge levels. Therefore, with social media such as Facebook, businesses can undoubtedly share information and ideas. Additionally, research conducted by (Parveen et al., 2016) in the private and public enterprises found a positive influence of social media on organisational performance, customer relations and services. Based on (Parveen et al., 2016), social media such as Facebook is a cost-effective method for marketing initiatives. Therefore, the use of Facebook in an organisation lessens the cost of marketing initiatives and consumer service efforts. Additionally, based on a study by (Celebi & Terkan, 2020;

Abdullah & Panneerselvam, 2019; Abdullah et al., 2020; Sakthivel & Parasuraman, 2018; Lister, 2017; Huang & Liu, 2017; Naim & Lenka, 2017; Leftheriotis & Giannakos, 2014; Tulu, 2017; Nduhura & Prieler, 2017; Tajudeen et al., 2018; Robertson & Kee, 2017) the use of novel social media technology such as Facebook have allowed workers to broaden their social networks to form affiliations, create proficiencies, improve internal communication, knowledge distribution, collaboration, relationships and advertising. Additionally, (Dermentzi & Papagiannidis, 2018) mentioned that engagement with peers would contribute to sparking employees' motivation to encourage the utilisation of social media, which would expand and enhance their work performance. Asiedu (2010) mentioned that employees would improve team-building by incorporating Facebook into the organisation's internal communication network.

Furthermore, social media such as Facebook improves administrative decision-making and develops worker engagement, which results in better work performance (Garcia-Morales et al., 2018; Dermentzi & Papagiannidis, 2018). On the contrary, (Diercksen et al., 2013b) has found that entering the vortex of social media and the desire to check friends' latest posts are habitual behaviour and are a major distraction in workplaces. The increased online social media use results in decreased interpersonal skills. Diercksen et al. (2013a), in another study, found that if the managers did not properly manage social media, it would become a problematic situation at work because it distracts its users. Moreover, a more recent study conducted by (Shakki et al., 2019) exposed that utilising online social technology during work will cause negative consequences to both the employees and the organisations. (Akram & Kumar, 2017; Hinduja & Patchin, 2010), has observed that social media was used to intimidate others in the form of cyberbullying, which causes psychological problems such as depression, anxiety, isolation and even suicide. There are two sides to the use of social media, which places a gap in the literature.

Grounded on a study by (Cao et al., 2016), it was known that trust could be developed through social media interactions. Trust progresses from social interfaces between workers, according to (Gulati, 1995). When surfing through social networks such as Facebook, employees can identify personal information about their colleagues, which enables them to reduce any uncertainties in behaviour, and this will develop mutual trust amongst them. This can be corroborated by research conducted by (Pratono, 2018; Naim & Lenka, 2017; Ainin et al., 2015) that trust is a significant element that can reduce harmful conflicts and develop resilient networks among workers that can lead to integrity and exchange of crucial knowledge and ideas to enhance work performance. Hakansson and Witmer (2015) have also mentioned that there is no adverse effect between online social media and trust in their literature search.

Based on the social cognitive theory (Bandura, 1986), trust will affect an individual's behaviour and self-efficacy of knowledge sharing. People will share, learn, communicate, understand, help each other, participate in activities and discuss through social media such as Facebook. This can be substantiated by (Chiu et al., 2018), who stated that trust is based on communication and gaining mutual understanding among workers

through social media. According to (Cilliers, 2013), the negative side of social media is that employers have started losing trust in their workers due to the misappropriation of online social media such as Facebook during work. Workers have frequently been exploring and exchanging online pornographic content and placing derogatory statements or revealing organisation's secrets. Therefore, the positive aspects and negative aspects of trust in social media, such as Facebook, show a gap in the literature that needs addressing.

Sociability or social network ties can be expressed as the strength and breadth of the relationship and communication amongst employees (Cao et al., 2016). According to (Quinton & Wilson, 2016), sociability created from online social media interactions results in enhanced business performance. Furthermore, Nahapiet & Ghoshal (1998) elucidate that sociability comprises information channels that help knowledge swap and value creation.

Dissimilar from physical contacts, social media such as Facebook has contributed as an informal communication medium regardless of time, location and boundaries. Communication through Facebook is much more accessible due to the rapid communication technology, which grants an opportunity to become more efficient in identifying potential social ties. This is done by linking the people based on their interests and background to maintain sociability professionalism. Additionally, studies conducted by (Quinton & Wilson, 2016) proved that Facebook has aided in forming new friends and also changed the relationship between friends, which led to sociability development. Social media technology also develops solid and weak social ties, giving access to information that could not be accessed (Utz & Muscanell, 2015; Granovetter, 1973; Chiu et al., 2006). For example, the usage of Facebook interface elements contributes to the enhancement of the quality and quantity of information shared amongst employees internally and externally in an organisation. Furthermore, (Pratono, 2018) has elucidated that social media such as Facebook is the central pillar that develops sociability with network, norms, and trust features. Individuals can achieve the desired performance by merging the information shared through sociability (Quinton & Wilson, 2016). The degree of closeness, mutual agreement and also individual willingness will be significant factors for sociability development. The social media mechanism such as Facebook will help develop sociability through acquaintances and interactions, which helps employees develop and achieve more incredible work performance (Collins, 2010; Schroeder, 2016; Osazee-Odia, 2017; Huang & Liu, 2017; Nord et al., 2018).

On the contrary, based on (Bailey, 2018), workers become unproductive and disconnected from face-to-face communication, which eventually could lead to hostile engagements instead of social encounters. This can be corroborated by (Akram & Kumar, 2017), who mention that social media such as Facebook decreases employees' relational abilities. Employees will not have the competence to express and socialise sufficiently in person. Therefore, businesses are getting increasingly discontented with the sociability abilities of their employees, which are crucial to handle customer grievances and stakeholder requirements. Additionally, (Ferris et al., 2008) also found that social media

such as Facebook decreases face-to-face communications whereby messages are sent without considering the feelings of others internal and external to the organisation. Employees' who fall into the vortex of social media neglect and negligence and often ignore their work environment. As a result, these employees are ostracised, leading to desocialisation and isolation (Yang & Treadway, 2016). These positive and negative effects of social media on the sociability of employees illustrates the gap in the literature, which needs to be examined further.

## **2.2 Work Performance**

Work performance refers to the behaviours of employees related to an organisation, and it can be beneficial as well as unfavourable employee behaviours that have an enormous influence on the organisation. (Abdullah & Panneerselvam, 2019; Caillier, 2010). An employee's work performance encompasses several features: task performance, adaptive performance, agility performance, and contextual performance (Cai et al., 2018; Harari et al., 2015; Haque & Aston, 2016). According to (Sethela & Mahmood, 2011), work performance is related to the attentive capability of employees on allocated objectives and attaining the as prescribed by management. Additionally, (Haque et al., 2018; Dinc, 2017) cite that work performance is correlated to efficacy because as employees' work performance increases, the stress in the workplace decreases as such organisations that are aware of this have constantly made sure the factors that increase employees' work performance is applied.

For this study, three factors were chosen to analyse employees' work performance, which are task performance, adaptive performance, and agility performance. Task performance can be described as the proficiency with which employees realises the principal work responsibilities allotted to them. Work performance comprises traits such as quality, quantity, knowledge, skills and abilities of employees. Task performance is also termed as in-role performance, technical proficiency and work-specific task proficiency by a different scholar (Abdullah & Panneerselvam, 2019; Harari et al., 2015). Previous studies have shown that task performance is essential to an organisation because it aids in fulfilling organisational processes or sustaining an organisation's necessary services (Harari et al., 2015). This can be supported by (Abdullah & Panneerselvam, 2019), who found that work performance is correlated with the degree to which employees can achieve the work entrusted to them and the way the completed task affects the organisational objectives. Therefore, online social media such as the Facebook plays a huge part in assisting employees' task performance. Abdullah & Panneerselvam (2019) and North (2010) have discovered that employees of an organisation not only will be able to achieve work performance but will possess business expertise and eloquence through the use of online social media such as Facebook.

Adaptive performance is the flexibility of employees in comprehending and embracing the revolutions taking place in their workplace. Unwavering support by an organisation increases organisational obligation, which escalates the employees' work (Haque & Aston, 2016). Additionally, (Park et al., 2020; Uryan, 2015) classified adaptive

performance as novel wisdom attained by employees to adapt to the latest technologies such as online social media platforms to solve work-related problems and overcoming work stress.

Agility performance is described as the capability to act swiftly to the fluctuations of the organisation, familiarise with it and engage in activities to dominate the uncertainties (Cai et al., 2018). Kumkale (2016) believes that agility performance is a means for building a competitive advantage for an organisation. Scholars (Al Halalmeh, 2020; Teece et al., 2016; Alahyari et al., 2017; Tallon et al., 2018) elucidated that agility performance is the competence to organise resources to generate value. Here, online social media such as Facebook becomes an ultimate resource used by workers to create value and provide value-added work performance both within and outside an organisation.

### **2.3 Organisational Framework**

Organisational framework or structure is the prescribed allotment of tasks, organisational mechanism, combined actions, and conception of communication networks, liabilities, accountabilities and authorities at diverse organisational stages (Ajagbe et al., 2016; Wahba, 2015). In other words, it is a function of assigning, coordinating, monitoring and employing countermeasure in the actions undertaken by a business to attain business intentions. According to (Tran & Tian, 2013), elements that affect an organisation's framework are divided into two classes that are external and internal elements.

Organisational frameworks can be classified into various dimensions such as centralised (mechanistic), decentralised, integrated, flat, tall, formal, specialised, complex (organic), simplified, and matrix based on scholars and management practitioners over time (Wahba, 2015; Daft et al., 2010; Bozkurta et al., 2014; Talbert & Hall, 2009).

The most significant types of the organisational framework are centralised, decentralised and formalised (Talbert & Hall, 2009; Daft et al., 2010; Shaar & Khattab, 2015). According to (Hage, 1965; Wahba, 2015), a centralised organisational framework denotes the organisation's decision-making authority. In a centralised framework, decisions and power are retained by top management and opportunities for growth is slim (Wahba, 2015; Daft et al., 2010; Bozkurta et al., 2014; Talbert & Hall, 2009). The share of work assortment and employees who partake in the decision process and the decision areas are also insignificant. Based on (Bozkurta et al., 2014), in a centralised framework, communication interruptions are frequent, and employees have fewer opportunities to share knowledge and ideas.

In a decentralised organisational framework, decision making and authority may be retained at the lower level. A decentralised framework comprises a self-regulated team. These teams practise open communications, and each team is made up of fewer members and who are technologically highly competent. According to (Sujarwoto, 2017), the teams aim to eliminate boundaries between the functions and operations and accentuate teamwork to attain common objectives of the organisation.



In a formalised framework, the organisation is characterised by pre-defined written job descriptions, rules, regulations, formal procedural practices, distinct manuals, work instructions and communication systems (Pugh et al., 1968; Delic & Ahmetovic, 2013; Tran & Tian, 2013)

In a matrix or project organisational framework, the chain of commands is vertically and horizontally within the framework. The principal vantage of a matrix or project framework is that the employee is answerable to the immediate superior and the project leader. Project organisational framework provides a platform to the project leader to regulate the employees' expertise without any concern for the divisions in the organisation (McPhail, 2016; Acharya & Mishra, 2017)

In a complex organisational framework, many employees are managed by a single leader manager, also known as a hierarchical framework (Delic & Ahmetovic, 2013). The hierarchy of this type of organisation can be measured vertically, horizontally and spatially (Delic & Ahmetovic, 2013). The vertical differentiation signifies the span of control or the hierarchical level. The horizontal differentiation denotes the jobs assumed by the employees in the organisation. Finally, spatial differentiation signifies the geographical divisions of the organisation (Bozkurta et al., 2014).

A specialised organisational framework is where jobs are detailed and divided into minute tasks. According to (Medina, 2011; Delic & Ahmetovic, 2013; Neck et al., 2017), the specialised organisational framework involves apportioning tasks into numerous phases where each phase would be allotted for implementation by a worker. This type of framework intensifies productivity since workers can concentrate on a single job rather than the whole endeavour. Moreover, the workers could be entrusted to positions where they have the related knowledge, skills, abilities and experiences and most of all, they enjoy being in the position allocated to them.

#### **2.4 Relationship between Social Media (Facebook) and Work Performance**

Work performance can be defined as the extent of achieving one's goals (Huang & Liu, 2017; Yan et al., 2017). A study conducted by (North, 2010) that examined the advantages and hazards of social media technology established that online social media technology could heighten work performance. Social media platforms such as Facebook provide direct communication, which eases employee interaction. The usage of Facebook facilitates communication at any place and anytime. This statement can be validated from the findings of (Panneerselvam & Abdullah, 2019; Cao et al., 2016), who discovered that social media such as Facebook is a central source of social patronage, which results in work performance. The researchers found that Facebook reduces the time for employees to exchange information with colleagues. Through Facebook, the communication and interaction among employees lead to more excellent work performance, increased knowledge, and environmental awareness. Furthermore, a study conducted by (Sakthivel & Parasuraman, 2018; Parveen et al., 2016; Kishokumar, 2016; Ashraf & Javed, 2014 Moqbel, 2012) also discovered a positive correlation between social media and work performance.

Adzovie et al. (2017) revealed that when Facebook users in an organisation use it for work, it will enhance their efficacy and involvement in innovativeness, brainstorming, and perfecting consumer affiliation, increasing their productivity. Additionally, research conducted by (Celebi & Terkan, 2020) discovered that evading from daily arduous work for a while using online social media platforms such as Facebook increases work performance.

Social media aids in eliminating gaps and allows better communication among employees in an organisation, which results in improved performance (Cao & Ali, 2018). Furthermore, (Pratono, 2018) construes that social media platforms such as Facebook provide extensive social support and reduce ambiguity in workers, amplifying work performance.

Social media technology such as Facebook also stimulates a conducive working environment that shapes confidence and advocates logical thinking, enhancing work performance (Naim & Lenka, 2017). In addition, online social media interface such as Facebook offers an array of information communication technology that furnishes persistent knowledge and increases collaborative, learning, and participatory understanding, leading to higher work performance (Garcia-Morales et al., 2018; Flynn, 2011).

On the contrary, according to (Allen et al., 2000; Kossek & Ozeki, 1999), social media technology such as Facebook causes adverse effects that diminish employees' job responsibilities, resulting in reduced work performance. Munene and Nyaribo (2013), for example, found that employees spend most of their time on social media in the workplace for both work and non-work related activities, and this addiction reduces the work performance of the workers. Therefore, Facebook was investigated, and the result documented that Facebook usage decreased productivity at work (Gaudin, 2009 uses Similarly, (Munene and Nyaribo, 2013; Gaudin, 2009; Diercksen et al., 2013b) found that the use of social media is an increasing problem in the workplace and the more employees use social media, the less they see it as a distraction. Thus, they recommend that instead of banning online social media for good in the workplace, organisations should observe the quantity of time used by employees. Thus, employees devoting a disproportionate amount of their time to online social media networks would be subjected to disciplinary actions. Additionally, according to (Cilliers, 2013) there is an adverse side to online social media technology such as Facebook in the workplace, which causes a decline in work performance because employees occupy time renewing their profiles, transferring data, exploring pornographic webpages and placing defamatory comments or leaking classified information. To validate this (Shakki et al., 2019) mentions that online social media has a negative impact on both employees and employers, which results in job inattention and work performance deterioration. A study conducted previously by (Bennett et al., 2010) also uncovered that online social media diminishes employees' work concentration, elevating psychological problems such as addiction to the online social platform, gloominess, pressure, and angst, which eventually adversely affects work performance. Therefore, there is a gap in the literature that highlights the favourable and

adverse effects of social media on employees' work performance. Hence, these contradicting findings need to be examined further among employees in Malaysia.

## **2.5 Hypothesis Development**

The following sections provide the hypothesis developed for this study.

### **2.5.1 Hypothesis H<sub>1</sub>**

All organisations are affected by the advent of social media. According to (Jucan et al., 2013), even with the absence of a formal social media existence in an organisation, its workers may be initiate one that will ease and aid in their daily tasks. An organisation that is built on the formalisation framework pursues formal pre-delineated rules, regulations and procedures. As these formalised organisational frameworks revolve around standardised written documents and work procedures (Delic & Ahmetovic, 2013; Pugh et al., 1968; Tran & Tian, 2013), social media as a technological tool helps the employees to ensure the work done and the progress is continually communicated and monitored among themselves within the organisation (Cao & Ali, 2018). This, in turn, will enable the employees to achieve their targets and ensure that the formalised organisational framework does not fall apart and enables employees to achieve work performance (Harris & Rae, 2009).

An organisation that was built upon the specialised organisational framework which divides and details each job into smaller tasks (Neck et al., 2017; Medina, 2011) will be aided by social media technology such as Facebook when employees utilise social media to accomplish their task efficiently through innovativeness, collaboration and brainstorming which leads to greater productivity (Adzovie et al., 2017). Additionally, a specialised organisational framework may lead employees to alienate themselves, concentrating on the job that has been assigned to them. Therefore, social media such as Facebook can come in handy for these employees to gain social support and avoid alienation (Pratono, 2018).

An organisation built upon the centralised framework gives the decision-making authority to top management (Hage, 1965; Wahba, 2015). However, even in these organisations, social media such as Facebook plays a crucial role in keeping constant communication between the top management and employees, so the organisational goals are achieved (Cao & Ali, 2013). Furthermore, online social media interfaces such as Facebook offer an array of information communication technology that collaborates between top management and employees (Garcia-Morales et al., 2018; Flynn, 2011).

On the contrary (Vigo, 2017) mentions that social media technologies will disrupt organisations severely, causing organisations to undergo power struggles between employers and employees, lose the human orientation when dealing with customers, imprecise virtual workplace formed instead of a formal workplace, hastened work process which leads to instability of the organisational framework. Thus, there is a contradicting view that shows there is a gap in the literature with regards to the

relationship between online social media technology (Facebook) and organisational framework. Thus, this has led to the development of the following hypothesis as below:

**H<sub>1</sub>:** There is a significant relationship between online social media technology (Facebook) and organisational framework.

### 2.5.2 Hypothesis H<sub>2</sub>

Organisational frameworks are crucial for the operations, coordination, control, communications, and employee management of a business both internally and externally. According to (Pugh, 1998), there are three main dimensions of an organisational framework: formalised, specialised, and centralised. According to (Kampini, 2018), a formalised organisational framework enriches employees' work performance and productivity but at the same time leads to higher intransigence because employees display inability when performing non-standard tasks. Centralisation will lead to tighter managerial control and greater inflexibility due to a lack of worker autonomy (Siggelkow & Levinthal, 2003). Glisson and Martin (1980) has discovered that a centralised framework has a significant affirmative impact on the performance of employees in the US. Additionally, a previous study (Goodsell, 1985; Ouchi, 1980) found that centralised decision-making is vital to employees' successful functioning and work performance in bureaucratic organisations. A specialised organisational framework allows employees to adapt to changes more rapidly and, in turn, heighten their work performance, but employees could face challenging situations if their field of knowledge is restricted (Kampini, 2018). Furthermore, (Kampini, 2018) also found that well-planned organisational frameworks help heighten work performance and increase employees' productivity. On the other hand, studies conducted by (Nene & Pillay, 2019; Johanim & Yahya, 2018) discovered that ineffective organisational frameworks tend to cause poor work performances amongst workers. There are contradicting findings that show a gap in the literature regarding the relationship between organisational framework and work performance. Based on the literature survey, the following hypothesis was proposed:

**H<sub>2</sub>:** There is a significant relationship between organisational framework and work performance.

### 2.5.3 Hypothesis H<sub>3</sub>

There have been many studies conducted regarding social media and its influence on work performance in general. However, the study on a specific social technology such as Facebook and its effect on work performance with the mediating effect of organisational framework needs to be further explored in Malaysia. This can be supported by (Skeels & Grudin, 2009), who mentioned that the impact of online social on work performance needs further scrutiny.

Evidence shows that online social media platforms have caused exponential progress and performance among employees in an organisation. This evidence was brought to light by several scholars (Park et al., 2020; Abdullah & Panneerselvam, 2019; Al Halalmeh, 2020; Teece et al., 2016; Alahyari et al., 2017; Tallon et al., 2018; Collins, 2010;

Schroeder, 2016; Osazee-Odia, 2017; Huang & Liu, 2017; Nord et al., 2018). In addition, a more recent study conducted by (Babu et al., 2020) has discovered that online social media used by employees enriches their competencies and heightens their work performance.

Although online social media technology plays a significant role in enhancing work performance, there are also some ill effects associated with online social media platforms at work. This was elucidated by several researchers such as (Shakki et al., 2019; Bailey, 2018; Akram & Kumar, 2017; Yang & Treadway, 2016; Diercksen et al., 2013a&b; Munene & Nyaribo, 2013; Cilliers, 2013; Hinduja & Patchin, 2010; Ferris et al., 2008). Several contradicting views show there is a gap in the literature with regards to the relationship between online social media technology such as Facebook and work performance. Although there are controverting previous findings, Facebook has arisen as a mechanism in organisations to upgrade employees' work performance and provide excellent services to consumers. Thus, this has led to the development of the following hypothesis as below:

**H<sub>3</sub>:** There is a significant relationship between online social media technology (Facebook) and work performance of employees.

#### **2.5.4 Hypothesis H<sub>4</sub>**

The type of organisational framework that a business is built upon would predict its hierarchy of authority, decision-making process, communication networks, liabilities, and accountabilities. All organisations' purpose is to intensify their productivity by embracing well-organised frameworks. However, studies conducted by (Nasurdin et al., 2006; Dean et al., 1998; Meilich, 2005; Tata & Prasad, 2004; Pandey & Welch, 2005; Chebat et al., 2002; Organ et al., 2006) has indicated that organisational framework commonly creates an adverse effect on work performance of employees. According to these researchers, employees undergo several ill-effects such as heightened work stress, organisational cynicism, dysfunctional team, employee ostracisation, decreased work performance. Therefore, efficient task performance is barely attained in organisations with centralised decision-making and formalised regulations causing employees from attaining better work performance.

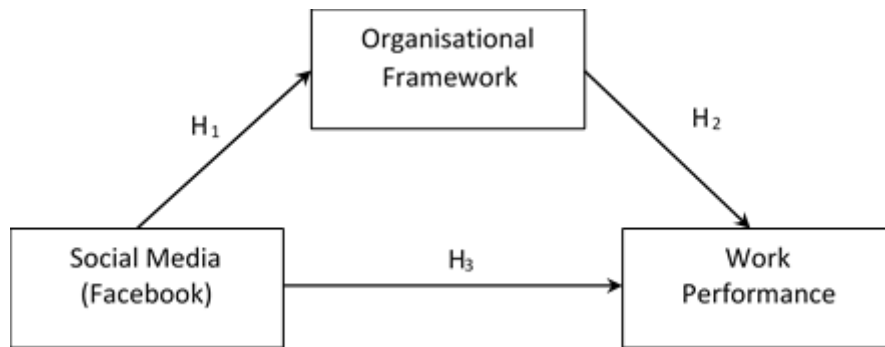
On the other hand, an adaptable organisational framework lets employees make decisions independently and work more flexibly, heightening their work performance over time (Shafiee et al., 2016). As there exist some adverse effects on work performance by the type of organisational framework an organisation is built upon, the utilisation of online social media may help overcome the negative effect of an organisational framework on work performance. The use of online social technology such as Facebook within an organisational framework has increased work performance, according to several researchers (Goldkind, 2015; Phang et al., 2015; Celebi & Terkan, 2020; Abdullah & Panneerselvam, 2019; Abdullah et al., 2020; Sakthivel & Parasuraman, 2018; Lister, 2017; Huang & Liu, 2017; Naim & Lenka, 2017; Leftheriotis & Giannakos, 2014; Tulu, 2017;

Nduhura & Prieler, 2017; Tajudeen et al., 2018; Robertson & Kee, 2017). Hence, this has led to the development of the following hypothesis:

**H<sub>4</sub>:** Organizational framework mediates the relationship between online social media technology (Facebook) employees' work performance.

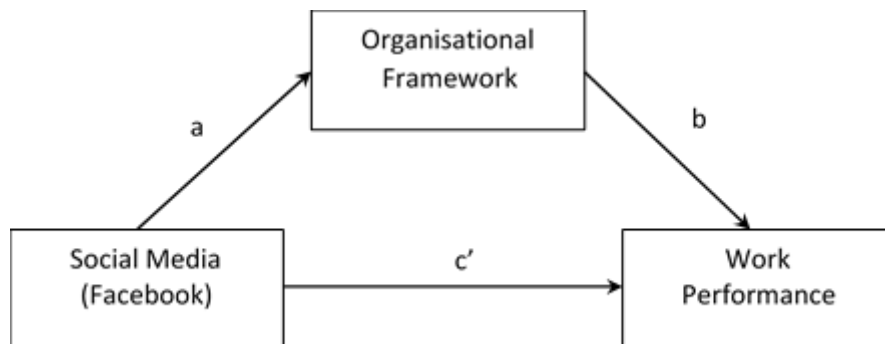
### 2.6 Proposed Mediating Model

From the review of literature, it was established that online social media technology such as Facebook is essential for work performance with the organisational framework as a mediator. Moreover, based on the review of literature, this study was designed to scrutinise how the online social media platform such as Facebook (independent variable) significantly influences work performance (dependent variables) of employees through organisational framework (mediating variable). Consequently, based on the literature review, the Figure 1 conceptual framework shows the hypothesised relationship.



**Figure 1:** Conceptual Framework

Subsequently, to procure the outcomes of this study, the following mediating model (Baron & Kenny, 1986) shown in Figure 1 based on the review of literature is proposed.



**Figure 2:** Mediating Model

### 3. Methodology

This study scrutinises the relationship between online social media technology with particular reference to Facebook and work performance with organisational framework as the mediating factor. A total of 700 self-administered survey questionnaires were distributed among workers in Malaysia's private and public sectors. The questionnaires utilised Likert's 5-points scale varying from "Strongly disagree (1)" to "Strongly agree (5)". The survey instrument comprised of four sections. The first section intended to obtain data about the respondents' demographic profile, the second section generated data on the social media technology variable (Facebook), the third section produced data on the influence of organisational framework. Finally, the fourth section provided data on employees' work performance.

To obtain data regarding online social media technology (Facebook), which is the independent variable, the 5-point Likert's scale was adapted from (Abdullah & Panneerselvam, 2019; Adzovie et al., 2017). It measured 15 items. Next, to attain data on the organisational framework, the mediating variable, the questions were adapted (Johanim & Yahya, 2018; Sukru & Muhammad, 2018). The measure contained 15 items. To analyse the dependent variable work performance of employees, the questions were adapted from (Abdullah & Panneerselvam, 2019). The measure comprised of 6 items. The demographic profile contained 6 questions to identify the respondent's background.

Upon testing the reliability, the Cronbach's Alpha values were all  $\alpha > 0.8$ , which showed the internal consistency of the questionnaire is good. Table 1 shows the reliability of the instrument used in this research.

**Table 1:** Reliability Analysis

Variables	Cronbach's Alpha	No of Items
Social Media	0.856	15
Organisational Framework	0.913	15
Work Performance	0.874	6

#### 3.1 Population, Sampling and Measurements

The population of this study are Malaysian citizens attached to both the private and public sectors. They are all full-time employees, accounting for 15.1 million as of 2019 (DOSM, 2020). To obtain an appropriate sample size for this research from the population, the (Krejcie and Morgan, 1970) population and sample size tabulation was harnessed. Based on (Krejcie and Morgan, 1970) tabulation, the alpha value is 0.05, and the degree of accuracy is 0.05. Thus, no calculations were obligatory when ascertaining the sample size for this study. As the population of full-time employees in Malaysia is 15.1 million (DOSM, 2020), according to (Krejcie and Morgan, 1970) tabularisation, the sample size representative of the full-time employees is 346. Therefore, a sample size of 400 employees is regarded as a fit for this study by the researcher.

A simple random sampling technique was used in this study. The respondents willingly participated in the survey without any persuasion. Additionally, the necessary

approvals were obtained from the authorities in both the public and private sectors to gather the data. A total of 750 questionnaires were distributed to employees of the public and private sectors in Peninsular Malaysia, which comprised various organisations. A total of 394 questionnaires were received, which is approximately 52.5% return rate. While collation, it was disclosed that 28 out of 394 questionnaires that were returned were only partially complete. Factor Analysis was conducted, which explains the construction of associations within the group of variables. Correlation analysis was used to determine the association between variables. Structural equation model was used to show the fitness of the model. Baron & Kenny (1986) was used to test for mediation effects, and the Sobel mediation test (Sobel, 1982) was used to verify the mediating effect of organisational framework between online social media technology (Facebook) and work performance.

#### 4. Findings and Interpretation

This section provides the results of this research to give an understanding of the demographics factors, association between variables and the relationships between the independent, mediating and dependent variables.

##### 4.1 Demographic Profile of Respondents

The profile of the employees studied is presented in Table 2

**Table 2: Employees' Profile (N=366)**

Demographics	Category	Frequency	Percentage
<b>Gender</b>	Male	165	45.1
	Female	201	54.9
<b>Age</b>	21 – 30	57	15.6
	31 – 40	126	34.4
	41 – 50	142	38.8
	51 – 60	41	11.2
<b>Academic Qualification</b>	SPM/STPM (Secondary)	164	44.8
	Undergraduate	182	49.7
	Postgraduate	20	5.5
<b>Sector</b>	Private	194	53.0
	Public	172	47.0
<b>Years of Experience</b>	< 5	62	16.9
	6 – 15	168	45.9
	16 – 25	136	37.2
<b>Ethnicity</b>	Indian	106	29.0
	Chinese	87	23.8
	Malay	111	30.3
	Others	62	16.9

Based on Table 2 demographics survey of the employees shows that the majority of the employees are females (54.9%). In terms of age, the majority are 41 – 50 years old (38.8%). Academic qualification wise the majority of the employees are undergraduates (49.7%).



A majority of (53.0%) of the employees surveyed are attached to the private sectors. In terms of years of experience, the majority are employees have been working between 6 – 15 years (45.9%). Finally, in terms of the ethnicity of the employees surveyed the majority are Malays (30.3%).

#### 4.2 Mean, Standard Deviation and Normality Analysis

**Table 3: Descriptive Statistics**

Factors	Mean	SD	Skew	Kurtosis	Min	Max
Social Media (Facebook)	4.324	0.314	-0.354	1.751	1.32	4.79
Organisational Framework	3.613	0.421	-0.383	1.537	1.66	4.21
Work Performance	4.521	0.253	-0.271	1.624	1.38	4.86

The descriptive statistics in Table 3 displays the mean, standard deviation (SD), skewness and kurtosis values of this study. From Table 3, work performance shows the highest mean value of  $4.521 \pm 0.253$ . The lowest mean value is organisational framework,  $3.613 \pm 0.421$ . The normality test shows that the skewness and kurtosis values have a threshold of  $\pm 2$  which means that the data are distributed normal as clarified by (Chinna & Yuen, 2015; Gravetter & Wallnau, 2014).

#### 4.2 Factor Analysis

Table 4 Factor Analysis, is used to determine the important variables that explain the framework of associations within the group of variables. Factor analysis is commonly employed to reduce data to classify a small number of variables that simplify the variance in a higher number of visible variables. Table 4 shows the factors, the items and factor loading of each item used in this study. All the factors loaded adequately as mentioned by (Shrestha, 2021). Twenty nine factor loadings are greater than 0.7 and seven factors loaded between 0.6 and 0.7. Therefore, it can be concluded that the factors loaded adequately in this study.

**Table 4: Factor Analysis**

Factor ID	Factors & Items	Factor Loading
<b>Social Media ID</b>	<b>Use of Facebook at Work</b>	
SMU1	1. I often use Facebook to obtain work-related information and knowledge at my work place.	0.852
SMU2	2. I regularly use Facebook to maintain and strengthen communication with colleagues at work.	0.734
SMU3	3. I frequently use Facebook to communicate and get feedback from customers.	0.891
SMU4	4. During my break I use Facebook at my work place.	0.718
SMU5	5. I browse the Facebook to know about the latest happenings in Malaysia not related to work. (News, Events, People, etc.)	0.696

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<b>Sociability Through Facebook</b>		
SMS6	6. I maintain close social relationships with my colleagues through Facebook.	0.766
SMS7	7. I spend a lot of time interacting with my colleagues through Facebook.	0.813
SMS8	8. I know some colleagues through Facebook on a personal level	0.619
SMS9	9. I have frequent communication with my colleagues through Facebook.	0.793
SMS10	10. I am able to create new acquaintances through Facebook in and out of my work environment.	0.866
<b>Trust</b>		
SMT11	11. I am certain that members in the virtual community created through Facebook would always look out for my interests.	0.637
SMT12	12. I am sure that members in the virtual community created through Facebook would go all out to make sure my reputation will not be damaged.	0.878
SMT13	13. I am certain that members in the virtual community created through Facebook cared what happened to me.	0.739
SMT14	14. I believe that members in the virtual community created through Facebook approached their jobs with professionalism and dedication.	0.884
SMT15	15. Given members in the virtual community created through Facebook track record as such I saw no reason to doubt their competence.	0.661
<b>Organisational Framework</b>		
<b>Specialisation (OFS)</b>		
OFS1	1. The employees in my organization are always expected to have clear goals.	0.732
OFS2	2. All duties and responsibilities undertaken in my organisation are provided in writing.	0.861
OFS3	3. The employees in my organisation are expected to achieve set targets as scheduled.	0.656
OFS4	4. Performance appraisal is a must in my organisation and it is conducted frequently.	0.891
OFS5	5. All activities of employees in my organization are constantly under strict scrutiny and control	0.777
<b>Centralisation (OFC)</b>		
OFC6	6. All work-related information must be passed to the person in-charge as scheduled.	0.899
OFC7	7. The employees in my organization are frequently monitored while performing their work.	0.761
OFC8	8. Disciplinary actions are taken against employees who fail to abide by the rules, regulations and procedures in my organisation.	0.666
OFC9	9. The management is highly sensitive about rules, regulations and procedures in my organisation.	0.754
OFC10	10. The management of my organisation makes decisions without consultation.	0.869
<b>Formalisation (OFF)</b>		
OFF11	11. All decisions related to work must be endorsed by the immediate superior in my organisation.	0.833
OFF12	12. All employees must abide by the decisions, rules, regulations and procedures at all times made by superiors or management without asking questions.	0.611

OFF13	13. Even the most common and routine decisions in my organization are made by managers.	0.718
OFF14	14. All rules, regulations and procedures are formal, in written form and placed in each and every department.	0.788
OFF15	15. All communications between departments are formal, this results in delay in the tasks being achieved.	0.713
<b>Work Performance</b>		
WP1	1. I almost always perform extremely better than an acceptable level.	0.859
WP2	2. I usually perform extremely better than was expected of me.	0.715
WP3	3. I always put in extra effort in my work.	0.755
WP4	4. I usually expand a great deal of effort in carrying out my job.	0.729
WP5	5. I always attempt to work as hard as possible to achieve objectives.	0.810
WP6	6. The quality of my work is always at top-notch and without complaints.	0.781

### 4.3 Mean, Standard Deviation and Normality Analysis

**Table 5: Descriptive Statistics**

Factors	Mean	SD	Skew	Kurtosis	Min	Max
Social Media (Facebook)	3.9451	0.3165	-0.145	1.736	1.76	4.24
Organisational Framework	4.4213	0.2428	-0.216	1.723	1.59	4.73
Work Performance	3.7332	0.4124	-0.437	1.817	1.28	4.21

The descriptive statistics in Table 5 shows the mean, standard deviation (SD), skewness and kurtosis values of this study. From Table 5, the organisational framework indicates the highest mean value of  $4.4213 \pm 0.2428$ . The lowest mean value is work performance,  $3.7332 \pm 0.4124$ . The normality test shows that the skewness and kurtosis values have a threshold of  $\pm 2$  which means that the data are distributed normal as elucidated by (Chinna & Yuen, 2015; Gravetter & Wallnau, 2014).

### 4.4 Correlation Analysis

**Table 6: Correlation Matrix**

Variables	Dimensions	Social Media (Facebook)			Work Performance			Organisational Framework		
		1	2	3	4	5	6	7	8	9
Social Media (Facebook)	1. Usage	1								
	2. Sociability	0.054	1							
	3. Trust	0.146	0.084	1						
Work Performance	4. Agility Perf	0.787**	0.269*	0.457**	1					
	5. Task Perf	0.721**	0.457**	0.200**	0.291	1				
	6. Adaptive Perf	0.412**	0.642**	0.615**	0.151*	0.296*	1			
Organisational Framework	7. Formalisation	0.548**	0.817**	0.711**	0.769**	0.982**	0.009	1		
	8. Specialisation	0.679**	0.719**	0.600**	0.346**	0.611**	0.710**	0.113	1	
	9. Centralisation	0.752**	0.129	0.513**	0.019	0.518**	0.419**	0.010	0.065	1

\*\* Correlation is significant at the 0.01 level (2-tailed)

\* Correlation is significant at the 0.05 level (2-tailed)

To study how the variables are correlated, the correlation analysis is shown in Table 6. Based on the correlation matrix obtained, it was observed that data adequately supported the measurement model. The correlation matrix recorded that the item usage, sociability, and trust of social media technology (Facebook) strongly correlated with all the items of work performance and organisational framework components. The item sociability of social media platform (Facebook) strongly correlated with the item task performance of work performance and with the items formalisation and specialisation of organisational framework. The item agility performance of work performance is highly correlated with formalisation and specialisation of organisational framework. Task performance strongly correlated with all items of organisational framework. The component, adaptive performance highly correlated with specialisation and centralisation.

### 2.7 Mediation Test Using Structural Equation Model

The mediating effect of organisational framework between the relationship online social media technology (Facebook) and work performance was resolved using two distinct path analysis. First the method proposed by (Baron & Kenn, 1986) was applied to determine the mediation effect. Then the Sobel test (Sobel, 1982) was used to verify the mediation effect of organisational framework between social media technology (Facebook) and work performance. Based on the first path analysis Table 8 and Figure 3 (SEM 1) between social media technology (Facebook) and work performance, it was proved that online social media technology (Facebook) has a significant positive effect on work performance (standardized  $\beta = 0.2532$ ,  $p < 0.001$ ). Therefore, hypothesis H<sub>3</sub> was supported by data.

Based on the structural equation model Figure 3 (SEM 1), the goodness-of-fit indexes was determined which provided the following values shown in Table 7 Goodness-of-Fit .

From Table 7 Goodness-of-Fit, it was observed that all the values fulfil the criteria and are within range as such the goodness-of fit-was met.

**Table 7: Goodness of Fit Values**

Goodness of fit values	Author	Good	Observed
p	Meyer et al., 2005	$0.05 \leq p \leq 1.00$	0.072
$\chi^2/df$	Hair et al., 2010	0 – 2	1.571
RMSEA	Meyers et al., 2005	$\leq 0.05$	0.043
RMR	Hair et al., 2010	$\leq 0.05$	0.032
CFI	Bentler, 1990	$\geq 0.95$	0.971
IFI	Meyers et al., 2005	$\geq 0.95$	0.984
GFI	Gefen et al., 2000	$\geq 0.90$	0.913
AGFI	Hair et al., 2010	$\geq 0.90$	0.899
TLI	Tucker & Lewis, 1973	$\geq 0.90$	0.911
NFI	Bentler & Bonett, 1980	$\geq 0.90$	0.997

### 4.5.1 Structural Equation Modelling (SEM 1)

Figure 3 (SEM 1) and Table 8 shows the Structural Equation Model and the Path Coefficient respectively.

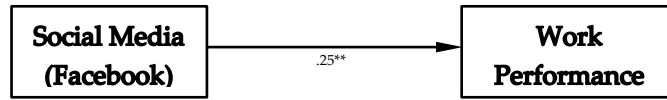


Figure 3: SEM 1

Table 8: Path Coefficient for (Figure 3 SEM 1)

Path	Standardised $\beta$	S.E	p
Social Media (Facebook) - - - > Work Performance	0.2532	0.1226	0.000

### 4.5.2 Structural Equation Modelling (SEM 2)

Figure 4 (SEM 2) and Table 10 shows the Structural Equation Model and the Path Coefficient respectively.

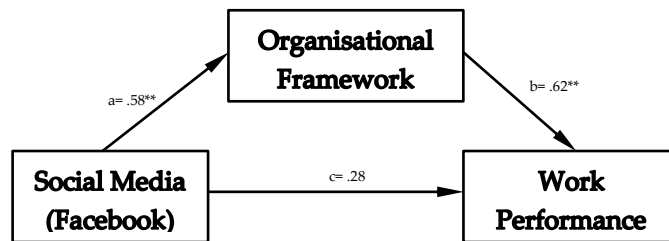


Figure 4: SEM 2

Based on the structural equation model Figure 4 (SEM 2), the goodness-of-fit indexes was determined which provided the following values shown in Table 9 Goodness-of-Fit.

From Table 9 Goodness-of-Fit, it was observed that all the values fulfil the criteria and are within range as such the goodness-of-fit was met.

Table 9: Goodness of Fit Values

Goodness of fit values	Author	Good	Observed
p	Meyer et al., 2005	$0.05 \leq p \leq 1.00$	0.067
$\chi^2/df$	Hair et al., 2010	0 – 2	1.331
RMSEA	Meyers et al., 2005	$\leq 0.05$	0.026
RMR	Hair et al., 2010	$\leq 0.05$	0.018
CFI	Bentler, 1990	$\geq 0.95$	0.962
IFI	Meyers et al., 2005	$\geq 0.95$	0.921
GFI	Gefen et al., 2000	$\geq 0.90$	0.898
AGFI	Hair et al., 2010	$\geq 0.90$	0.997
TLI	Tucker & Lewis, 1973	$\geq 0.90$	0.942
NFI	Bentler & Bonett, 1980	$\geq 0.90$	0.964

**Table 10: Path Coefficient for (Figure 4 SEM 2)**

Path		Standardised $\beta$	S.E	p
Social Media (Facebook)	(a) --- Organisational Framework	0.5791	0.0117	0.000
Organisational Framework	(b) --- Work Performance	0.6226	0.1610	0.000
Social Media (Facebook)	(c') --- Work Performance	0.2831	0.0811	0.652

Figure 4 (SEM 2) illustrates direct effect of social media technology (Facebook) on work performance and the indirect effect of social media technology (Facebook) on work performance with organisational framework as the mediator. To test the mediation, effect the (Baron & Kenny, 1986) method was applied.

Based on Table 10 Path Coefficient for Figure 4 (SEM 2), it was evident that social media technology (Facebook) has a significant effect on organisational framework (standardized  $\beta = 0.5791$ ;  $p < 0.001$ ). When the effect of organisational framework on work performance was observed, it became obvious that there is a significant effect (standardized  $\beta = 0.6226$ ;  $p < 0.001$ ). Therefore, it can be concluded that  $H_1$  and  $H_2$  can be supported by data. Next, when the direct effect of social media technology (Facebook) on work performance was checked ( $\beta = 0.2831$ ;  $p = 0.652$ ). Therefore, the direct relationship between social media technology (Facebook) and work performance was not significant. Therefore, this indicates that organizational framework fully mediates the relationship between online social media technology (Facebook) and employees' work performance according to the criteria proposed by (Baron & Kenny, 1986). Therefore, it can be deduced that hypothesis  $H_4$  was supported by data.

#### 4.6 Sobel Mediation Test

To verify the mediation effect of organisational framework between social media technology (Facebook) and work performance the Sobel mediation test was applied. The unstandardised coefficient and standard error shown in Table 11 and 12 was used for the Sobel test.

The unstandardised and standard error values of  $a$ ,  $b$ ,  $s_a$ , and  $s_b$  are input into the Sobel test calculator (<http://quantpsy.org/sobel/sobel.htm>) to evaluate the critical ratio if the indirect effect of the social media technology (Facebook) on work performance via organisational framework is significantly different from zero.

**Table 11: Coefficients**

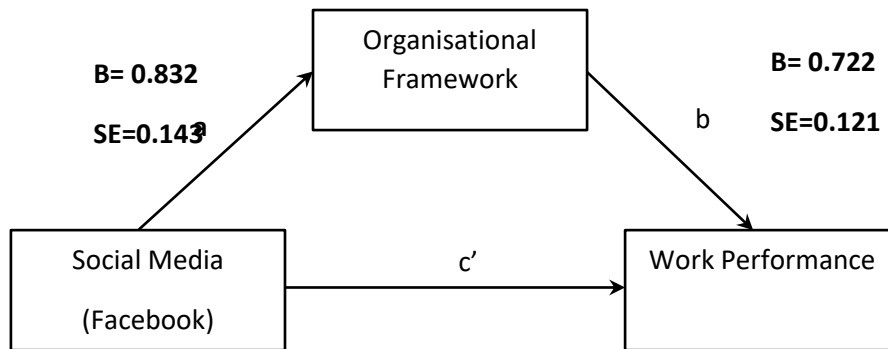
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std Error	Beta			Tolerance	VIF
(Constant)	1.661	0.213		7.787	0.000		
Social Media	0.832	0.143	0.568	5.820	0.000	0.529	1.842
Dependent variable: org frame							

**Table 12: Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std Error	Beta			Tolerance	VIF
(Constant)	1.587	0.228		6.958	0.000		
Org Frame	0.722	0.121	0.6226	5.957	0.000	0.697	1.842

Dependent variable: work perf

The unstandardised coefficients from Table 11 and 12 is shown in Figure 5 Mediating Model.



**Figure 5: Mediating Model**

**Table 13: Sobel Test**

	Input:	Test	Test Statistics:	Std Error:	p-value:
<b>a</b>	0.832	<b>Sobel</b>	4.1656748	0.14420329	0.00003104
<b>b</b>	0.722	<b>Aroian</b>	4.13600675	0.14523767	0.00003534
<b>sa</b>	0.143	<b>Goodman</b>	4.19599057	0.14316143	0.00002717
<b>sb</b>	0.121				

Based on Table 13 Sobel Test it was found that the ( $p < 0.05$ ) and the criteria set by (Sobel, 1982; Baron & Kenny, 1986; Goodman, 1960 & MacKinnon et al., 1995) are met. Thus, it has been verified that organisational framework fully mediates the relationship between social media technology (Facebook) and work performance.

## 5. Discussion

This research emphasised the mediating influence of organisational framework between social media technology (Facebook) and employees' work performance in both the private and public sectors in Malaysia. The responses from 366 respondents yielded the data for this research. The first objective was to examine the significant relationship between online social media technology (Facebook) and organisational framework.

Firstly, the study revealed a significant relationship between online social media technology (Facebook) and organisational framework, supporting hypothesis H1. This result can be supported by the (Cao & Ali, 2018; Garcia-Morales et al., 2018; Neck et al.,

2017; Delic & Ahmetovic, 2013; Harris & Rae 2009; ), who found that social media such as Facebook as an online technological tool helps employees in a formalised, specialised and centralised organisation to uninterruptedly maintain communication with colleagues and stakeholders as well as to monitor work progress in the organisation. Additionally, (Pratono, 2018) discovery is also in line with this study that specialised organisations cause alienation of employees, but the use (Ahmad, 2019; Parveen et al., 2016) of online social media (Facebook) will eliminate such behaviour and create sociability in the organisation (Celebi & Terkan, 2020; Abdullah & Panneerselvam, 2019; Abdullah et al., 2020; Sakthivel & Parasuraman, 2018; Lister, 2017; Tajudeen et al., 2018; Robertson & Kee, 2017; Quinton & Wilson, 2016). Moreover, even in a centralised organisation, online social media has proven to be helpful in keeping constant communication and collaboration between top management and employees (Garcia-Morales et al., 2018; Cao & Ali, 2013). Besides, this study can overturn the statements of (Vigo, 2017) who mentions that social media technologies will disrupt organisations, severely causing instability in the organisations. However, this study demonstrates that online social media (Facebook) has a significant relationship to the organisational framework and narrows the gap in the literature.

Secondly, this study discloses a significant relationship between organisational framework and work performance, which supports hypothesis H2. This result complements the findings of previous researches such as (Kampini, 2018; Glisson & Martin, 1980; Goodsell, 1985; Ouchi 1980), who found that organisational framework enriches the work performance and heightens employees' productivity. Additionally, the results of this study can be supported by the previous findings of (Neck et al., 2017; Dekic & Ahmetovic, 2013; Medina, 2011), who mentions that organisational framework involves apportioning tasks into numerous phases where each phase would then be allotted for implementation by a worker. This type of framework intensifies work performance. The results of this research invalidate the findings of (Nene & Pillay, 2019; Johanim & Yahya, 2018). Therefore, the outcome of this study and the revelation of previous researchers has brought to light that organisational framework has a significant relationship with work performance. Hence, narrowing the gap in the literature.

Thirdly, this research has established a significant relationship between online social media (Facebook) and employees' work performance, which supports hypothesis H3. This research result can be validated by previous scholars (Babu et al., 2020; Park et al., 2020; Abdullah & Panneerselvam, 2019; Al Halalmeh, 2020; Teece et al., 2016; Alahyari et al., 2017; Tallon et al., 2018; Collins, 2010; Schroeder, 2016; Osazee-Odia, 2017; Huang & Liu, 2017; Nord et al., 2018) who asserted that online social media platforms had caused exponential progress, performance and competencies among employees in an organisation. Moreover, the findings of this research have invalidated the previous researchers (Shakki et al., 2019; Bailey, 2018; Akram & Kumar, 2017; Yang & Treadway, 2016; Diercksen et al., 2013a&b; Munene & Nyaribo, 2013; Cilliers, 2013; Hinduja & Patchin, 2010; Ferris et al., 2008) who discovered adverse effects of online social media on work performance. Therefore, this study confirms the significant relationship between



online social media (Facebook) and work performance. Thus, narrowing the gap in the literature.

Finally, this study also focused on the mediating effect of organisational framework between online social media technology (Facebook) and work performance. It was evident that the organisational framework fully mediates the relationship between online social media technology (Facebook) and work performance which supports hypothesis H4. These findings validate and is parallel to previous scholars (Goldkind, 2015; Phang et al., 2015; Celebi & Terkan, 2020; Abdullah & Panneerselvam, 2019; Abdullah et al., 2020; Sakthivel & Parasuraman, 2018; Lister, 2017; Huang & Liu, 2017; Naim & Lenka, 2017; Leftheriotis & Giannakos, 2014; Tulu, 2017; Nduhura & Prieler, 2017; Tajudeen et al., 2018; Robertson & Kee, 2017). This research also invalidates the findings of (Nasurdin et al., 2006; Dean et al., 1998; Meilich, 2005; Tata & Prasad, 2004; Pandey & Welch, 2005; Chebat et al., 2002; Organ et al., 2006). Subsequently, this study confirms the mediating effect of organisational framework between online social media technology (Facebook) and work performance. Thus, narrowing the gap in the literature.

## **6. Conclusion and Managerial Implications**

This study was embarked to verify if organisational framework mediates the relationship between online social media platforms focusing on Facebook and work performance. Based on the outcome, it can therefore be reckoned that the research objectives have been attained, and the gaps in the literature have been constricted. The researcher has discovered that online social media (Facebook) has a significant impact on the organisational framework and work performance of employees in the private and public sectors in Malaysia. Therefore, this study is parallel to the findings of previous scholars (Garcia-Morales et al., 2018; Pratono, 2018; Ahmad, 2019; Celebi & Terkan, 2020; Abdullah & Panneerselvam, 2019; Abdullah et al., 2020; Kampini, 2018; Park et al., 2020; Al Halalmeh, 2020; Nord et al., 2018). This proves that when social media such as Facebook is planned well and applied in organisations, it will stabilise the operations and processes as well as heightens the work performances and efficiency of workers, as mentioned by (Ahmad, 2019; Celebi & Terkan, 2020; Abdullah et al., 2020; Kampini, 2018; Park et al., 2020; Al Halalmeh, 2020). Therefore, online social media such as Facebook should be integrated into the value chain of every organisation to exceed the expectations of all stakeholder groups associated with the organisation immaterial whether it is run by the government or privately owned. Furthermore, employees should be encouraged to use online social media technology to create personalised customer relationships. Thus, this research has substantiated that online social media technology such as Facebook, if utilised correctly through standard operating procedures set by the organisation, will significantly lead to better work performance and a stable organisational framework.

The managerial implication is to improve an organisation and its employees, who can, in turn, develop their knowledge, skills and abilities using online social media.

Managers who plan and encourage the use of online social media will surely see a drastic positive change in employees' work performance as well as the smooth flow of internal and external communication, which will enable both managers and employees to find solutions to tribulations they face in an organisation. Therefore, online social media technologies provide an upper hand to resolve complications and alleviate organisational operations creatively. Furthermore, by incorporating a planned online social media platform within an organisation, managers can uninterruptedly monitor the progress of employees work performance and make the necessary refinements so that the targets set do not deviate, creating a robust organisation with employees who are passionate and productive.

It is important to iterate that work performance can be heightened by a well-planned and perfectly structured organisational framework. Therefore, the organisational framework is a crucial determinant of work performance. Through a well planned and implemented online social media technology such as Facebook, an organisation would have a smooth operating organisational framework and a workforce with enhanced performance. Therefore, if managers focus on a well-organised framework and encourage online social media technology in their organisation, employees' work performance is inevitable.

Therefore, it is highly significant for the managers to integrate the organisation, employees and online social media to improve the organisation's vigour to withstand the onslaught of the turbulent business environment. Additionally, by integrating the right online social media platform into the organisation, managers can improve the value chain to exceed customers' expectations.

Finally, it can be construed that the result of this research, as well as the ensuing literature, will add value to all public and private sector managers and employees as well as scholars in terms of the outcomes and facts to why online social media technologies are significant in attaining an amplified work performance and to create a positive social change within the organisational environment.

## **7. Limitations and Future Research**

This study only focused on the public and private sectors in Peninsular Malaysia. Therefore, to gain a better understanding how organisational framework mediates the independent variable (online social media with reference to Facebook) and the dependent variable (work performance), a research can be undertaken at a larger scale incorporating East Malaysia and the Federal Territory of Labuan. This can furnish a more comprehensive insight into the online social media's impact on work performance of employees in the public and private sectors throughout Malaysia.

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### **Conflict of Interest**

As far as the author is concerned, there are no conflicts of interest linked with this study, and there has been no sponsorship regarding this study, authorship and publication that could have influenced its outcomes. As the researcher of this study, the author confirms its originality and has not been published anywhere previously and affirms that it is not presently being considered for publication elsewhere.

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The author is attached to UNITAR International University, a prominent private university in Malaysia as a professor in the Faculty of Business and Technology. He has been involved in academic and research activities for the past two decades.

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