



THE IMPACT OF SOCIAL MEDIA ON GEN-Y EMPLOYEES' WORK PERFORMANCE IN A TELCO, MALAYSIA

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Abstract:

Generation-Y (Gen-Y) is the largest generational cohort in the global workforce, surpassing 50 percent in 2020, making them the most influential group to impact work performance. Highly competitive telecommunication companies continuously look for ways to improve employees' work performance. This research focuses on how social media improves the work performance of Gen-Y employees of a telco in Malaysia through social media use, shared vision, network ties, trust, and knowledge transfer. This research discovered an insignificant relationship between social media use at the workplace and work performance. This is because social media is currently not an official workplace tool, and its usage is limited among Gen-Y employees in the telco. It was also uncovered that using social media to act as a tool to gain trust did not influence work performance, even though the telco's primary official communication tool is email and a mobile app for communication and collaboration purposes. Nevertheless, this research uncovered that shared vision, network ties, and knowledge transfer is significant for the telco's Gen-Y employees to enhance their work performance. In conclusion, the telco's management can leverage social media to improve the work performance of Gen-Y employees by developing a social media strategy to provide a suitable framework with proper guidelines, policies, and procedures.

Keywords: social media, generation-y, network ties, shared vision, trust, knowledge transfer, work performance

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1. Introduction

This first section will provide some background information and the impact of social media on Gen-Y employees' work performance. Some fundamental theories and past research findings within the same interest will also be examined.

1.1 Background of the Telecommunication Company (Telco)

The name of the telco involved in this research could not be revealed as the company did not give approval fearing data compromise. The telco addressed in this research is one of the earliest mobile operators in Malaysia, offering the most comprehensive and extensive 2G, 3G, and 4G coverage. The company believes that talent, innovation, operational excellence, and embracing digitization will be the key to creating remarkable customer experiences. The telco is a proud partner to six Mobile Virtual Network Operators (MVNO), offering roaming services in several countries via their network partners worldwide

1.2 Research Problem Statement

Generation Y (Gen-Y) has given them the core workforce since they represent more than 50% of the total workforce in Malaysia (Tay, 2011; Tee, 2013). Gen-Y is today's most influential and powerful force and impacts organizational performance (OP) from the perspective of the top management (Fadilah, 2018). Gen-Y is firmly bound to technology and spend most of their time accessing social media on their mobile device. Work performance is regarded as the most vital factor in an organization since it plays an essential role (Kanapathipillai, 2021; Tuzun et al., 2018). Therefore, organizations use various methods to enhance work performance (Kanapathipillai, 2021; Suliman et al., 2010; García-Chas et al., 2016).

There are many studies on the importance of social media in the workplace (Kanapathipillai, 2021; Cao et al., 2016). Social media play an essential role in marketing. It provides an open and collaborative approach, enabling convenient communication, and further helps maintain customer relations through social sites. This approach is vital to succeeding in modern business networks (Kanapathipillai, 2021; Harris & Rae, 2009).

Knowledge transfer from social media has enabled employees to solve problems and improve work performance effectively. Social media can develop an employee's social capital, facilitating knowledge transfer. As a result, they both help improve work performance. Multiple media networks with different capabilities are adopted for a task because communication will be enhanced and lead to better work performance according to (Kanapathipillai, 2021; Cao et al., 2016). The study says that managers can improve work performance through social media usage. These findings help leaders in an organization understand the impact of social media on the organization's orientation and organizational performance (Parveen et al., 2016).

Social media-based virtual communities are made up of people who share interests and aims. An organization's members' collective aims and aspirations are

represented by a shared vision, which can be realized through collaboration (Wagner, 1995). As a result, of the independence of space and time that social media provides, as well as the characteristic of open communication, a new type of collaboration has emerged: collaborators can contribute whenever they want from wherever they are and can interact with varying degrees of intensity on an unprecedented scale (Smith, 2009). Business people can use social media to participate in simple task coordination and complicated work collaboration. More crucially, social media offers the opportunity to actively involve people through cooperation interwoven within informal social contacts, making it easier for group members to build a sense of community.

Trust develops as a result of social interactions (Gulati, 1995). Online social networks generated by social media are valuable supplements to offline networks because they allow employees to learn more about their co-workers' backgrounds, personality traits, hobbies, and interests (Kanapathipillai, 2021). As a requirement of trust, more profound mutual knowledge can lessen confusion about other people's behaviours and intentions (Valenzuela et al., 2009). We might trust or distrust others the more we identify them (Newton, 1999). Individuals who trust one another may use various mediums, including social media, to increase communication (Kanapathipillai, 2021). Additionally, (Ellison et al., 2007) discovered that Facebook use was closely linked to sustaining and strengthening existing offline interactions among American college students. Contrarily, companies are reluctant to utilize social media to interact with disliked employees (Kanapathipillai, 2021). In truth, social media is a powerful tool.

Network ties create channels for information and resource flows which motivate both parties to trade knowledge and anticipation of value through such discussion (Nahapiet & Ghoshal, 1998). Furthermore, (Durkin et al., 2013) mentioned that social media could transform from face-to-face interaction into a virtual environment. Social media has proven that it can drastically boost personal contact interaction activity. A previous study by (Nord et al., 2018) indicated the significant benefits of using social media on the employee level, customer level, and the company. The employee level helps create awareness, improve communication and collaboration, and gain exposure. In terms of a customer level, it assists in providing better customer service, building a better relationship with the customer, and gaining new customers. The company's human resources can leverage social media to assist the recruitment process. All these benefits will help the company to increase revenue and profits.

However, some study has revealed significant disadvantages and risks associated with utilizing social media at work. According to (Pryadarshini et al., 2020), social media addiction affects employee well-being, directly impacting their work performance. In addition, social media, such as Facebook, threatens the organization's reputation (Kanapathipillai, 2021; Ahmad, 2019). Based on (Shakki's, 2019) research, the negative consequences of using social networks in the workspace include work inattention, lack of time management, and ostracism. Furthermore, a study conducted in South Korea (Lee & Lee, 2020) discovered that Facebook is rarely utilized for business purposes and has little impact on employee performance.

On the other hand, according to (Van, 2009), social networking has a reputation for adversely impacting staff productivity. Many organizations are concerned about the damage to their reputation and productivity. This is because employees may spend excessive time networking and maintaining blogs (Kanapathipillai, 2021). Therefore, the use of social media in the workplace has raised concerns. Moreover, (Wilson, 2009) argues that social media reduces employee productivity due to time wastage, data leakage from openly gossiping employees, malware and phishing scams, and potentially open access to company servers due to lax and outdated passwords policies. Employees may also use it for non-work-related purposes (Kanapathipillai, 2021). Additionally, (Ferris, 2008) research mentioned that social networks in the workplace cause problems, such as cutting down face-to-face interaction, using social media to create rumours, and sending emails that might hurt others' feelings. Expanding implementation of social networks at the workplace leads employees to lose focus on their primary tasks and not use work time efficiently. Furthermore, psychological problems through social media, such as obsession, anxiety, depression, and stress, will negatively affect employees' work performance and productivity (Bennett, 2010). Both findings show that social media will weaken network ties, diminish the trust among colleagues and hinder organization targets from sharing common goals and direction.

Gen-Y employees constitute 52 percent of the total workforce in the telco surveyed. This research is vital to evaluate how social media impact Gen-Y employee work performance in the telco in Kuala Lumpur. Through this research, the variables (social media use, shared vision, network ties, trust, and knowledge transfer) will be tested to recognize if they impacted the work performance of Gen-Y employees in the telco. This research will help understand the exact influence of social media on work performance and how an organization will benefit from it. Therefore, it is evident that there are gaps that indicate the significance and triviality of social media in enhancing the performance of Gen-Y employees.

1.3 Research Questions

According to (Parahoo, 2014), the element of research questions can be developed based on theoretical knowledge and experience. According to (White, 2009), the research questions have a significant role. In this research study, there are five research questions which are as follows:

RQ1: Is there a statistically significant relationship between social media use and the work performance of employees in the telco?

RQ2: Is there a statistically significant relationship between network ties and the work performance of employees in the telco?

RQ3: Is there a statistically significant relationship between shared vision and the work performance of employees in the telco?

RQ4: Is there a statistically significant relationship between trust and work performance of employees in the telco?

RQ5: Is there a statistically significant relationship between knowledge transfer and the work performance of employees in the telco?

1.4 Research Objectives

As defined by (Creswell et al., 2009), research objectives are the research aim that will be usually followed and constructed based on a series of statements. A good way to interpret the research objectives can be in a listing form. Below is the list of research objectives of this study.

RO1: To examine if there is a statistically significant relationship between social media use and the work performance of employees in the telco.

RO2: To study if there is a statistically significant relationship between network ties and the work performance of employees in the telco.

RO3: To determine if there is a statistically significant relationship between shared vision and the work performance of employees in the telco.

RO4: To scrutinize if there is a statistically significant relationship between trust and the work performance of employees in the telco.

RO5: To explore if there is a statistically significant relationship between knowledge transfer and the work performance of employees in the telco.

2. Literature Review and Hypothesis Development

This second section focuses on the relevant literature on the impact of social media on Gen-Y employees' work performance.

2.1 The Influence of Social Media on Gen-Y Employees

According to research by (Younas & Bari, 2020), Gen-Y can be referred to as the echo boomers and millennials. These individuals were born from the 1980s until the early 2000s. This group has joined work and has careers while the previous generation, the baby boomers, are in the retiring stage. Most Gen-Y are currently working in the sector of services and industries in any position from the lower level to middle and top management levels. In the aspect of working orientation, most have a remarkable ability to absorb and use social media at work. This condition is known as the techno-savvy-oriented generation, which means they grew up in a technological environment which drove them to be more creative and practical in the workplace.

To synchronize with this current trend, employers must start using social media to attract the Gen-Y to join their organisations. To ensure that the Gen-Y employees are efficient at the workplace, employees should use social media tools to build a good relationship, enhance communication, and share skills and knowledge (Kanapathipillai, 2021). This is parallel to (Younas & Bari, 2020), who mentioned that employees who learn with excellent and optimum social media usage would significantly enhance their knowledge, communication skills, and work productivity.

According to (Karasek & Hysa, 2020), Gen-Y employees who use social media in their workplace can acquire valuable knowledge and expertise to achieve the goal as planned. The information regarding the tasks and works that will be implemented and completed related to the organization can be achieved and solved perfectly within a specified time frame. The social media provided by employers that meet the Gen-Y employees' expectations will also help improve and increase their work performance (Kanapathipillai, 2021). Additionally, (Zhang et al., 2018) found that using social media among Gen-Y employees will help the learning opportunities that lead to fostering competency development and work performance.

On the other hand, there are also negative impacts of the social media technologies used in the organisation, which affect the Gen-Y employees. Corresponding to research by (Barthorpe et al., 2020), the Gen-Y employees who are still young may sometimes share confidential information with their friends without giving a second thought to the consequences, which may lead to unanticipated issues for the organisation. In only a few seconds, the incident or issue inside the workplace will become a sensational subject for the public, tarnishing the organisation's reputation.

Furthermore, (Ardi & Putri, 2020) mentioned that employees who use social media in the workplace could also communicate critical, inappropriate, and unethical information about the company's board of directors. Therefore, the abuse of social media usage in the workplace by Gen-Y employees may harm the performance and productivity of the organisation and diminish the work performance of employees.

2.2 Work Performance

Work performance refers to the behaviors of employees of an organization, which can be favorable as well as unfavorable employee behaviors that have a tremendous impact on the organization (Kanapathipillai, 2021).

This study shows that social media is a relevant medium to promote the business as social media is prevalent in society worldwide. Furthermore, social media can be used to approach customers, which leads to interaction, conversation, sharing of ideas, and the ability to persuade customers (Abdullah et al., 2019).

According to (Huang & Liu, 2017), work performance can be defined as the extent to achieving one's goals. Social networking sites such as Facebook and WhatsApp provide direct communication, easing employee interaction (Kanapathipillai, 2021). The usage of instant messaging apps on smartphones facilitates communication at any place and anytime. According to (Kanapathipillai, 2021), instant messaging reduces the time employees spend exchanging information with colleagues. The transmission and interaction among employees through social networking sites enhance work performance because of the increased knowledge and awareness obtained through social media.

2.3 Relationship between Social Media Use at Work and Work Performance

Social media plays a vital role in all organisations and is crucial for a telco. According to (Adzovie et al., 2017), social media would enhance employees' effectiveness by encouraging their involvement in brainstorming new ideas, catalysing innovation, and improving customer relationships. Moreover, research conducted by (Cao & Ali, 2018) shows that social media supports eradicating communication gaps and offers ease of communication among team members. Telcos that support social media technologies may advance the efficiency of their workgroups and improve performance.

Social media is an effective communication instrument for workers, helping them collaborate, share thoughts and solve issues (Bizzi, 2018). In addition, 82 percent of employees believe that social media could enhance work relations, and 60 percent of managers believe that social media supports the decision-making process (Kanapathipillai, 2021).

The use of social media at work refers to using social media to retrieve content developed by other people and share content related to work (Chen & Wei, 2019; Chen et al., 2019). Social media is used widely for purposes related to work, such as reading work-related articles, sharing knowledge about company guidelines, goals, and procedures, and arranging meetings with other co-workers about projects (Lu et al., 2015). Furthermore, social media is also used for work purposes, including social media to develop and nurture relationships with others (Kanapathipillai, 2021; Chen and Wei, 2019; Chen et al., 2020). Social media can be used for various purposes at work, such as finding co-workers with like interests and ideals and making friends within the organization (Kanapathipillai, 2021).

When social media is used effectively in an organization like a telco, it positively impacts performance which was shown in this study by (Parveen et al., 2016). Furthermore, social media promotes a collaborative environment for employees, which builds confidence, promotes logical thinking, and allows employees to spot opportunities. According to (Naim & Lenka, 2017), a work environment that incorporates social media enables employees to engage in work and enhance their work performance. This is in line with the study conducted by (Nisar & Prabhakar, 2018), who uncovered that social media could effectively improve workers' abilities associated with their work performance. Employees' effective use of social media technologies is linked positively to work performance by developing and nurturing affiliations with other colleagues was revealed by (Parveen et al., 2015).

Conversely, social media can be hazardous in the workplace, and some research points to the negative impact of social media at work. According to (Akram, 2018), social media reduces actual human contact among workers. Therefore, this leads to the isolation of workers and antisocial behaviour in the workplace (Kanapathipillai, 2021). Employees in the organization can easily access social networks via their mobile phones, and they also allocate part of their working hours to access such networks, which reduces their work performance (Andreassen et al., 2014). Additionally, (Bennett et al., 2010) mention that excessive use of social media at the workplace reduces employees' concentration on

their tasks in the workplace, which leads to work negligence and loss of positive passion for the work. Moreover, (Bucher et al., 2013) revealed that using social media in the workplace can lead to elevated counterproductive behaviours. Furthermore, (Fallahi, 2016) discovered that the distribution of unsuitable content by workers, causing distress to others by swapping messages, creates an adverse effect on employees at the workplace. Moreover, (Holland et al., 2016) found a higher number of Gen-Y employees spend more time using social media at work than older employees. Therefore, these contradicting findings show that there is a gap in the literature regarding the relationship between social media use and work performance. Thus, hypothesis H1 was formulated to address the gap that exists in the literature.

H1: There is a statistically significant relationship between social media use and the work performance of employees in the telco.

2.4 Relationship Between Network Ties and Work Performance

Based on the study by (Cao et al., 2016), network ties can be expressed as the strength and breadth of employees' relationships and communications. The study also expressed such evidence that supports social media's positive usage and contribution in the aspect of network ties development. In another study (Pratono, 2018) concludes that social media is the main pillar of developing social relationships with the elements of the network, norm, and trust. The degree of closeness, mutual agreement, and willingness are the major factors for network tie importance (Kanapathipillai, 2021; Pratono, 2018).

Additionally, (Cao et al., 2016) mentioned that network ties will open the paths for information and its flow, providing the mechanism to share and exchange knowledge among employees. In line with this (Kanapathipillai, 2021) mentions that with solid network ties, individuals will enhance their engagement in the aspect of knowledge contribution and exchange activity, often resulting in better work performance.

According to (Naim & Lenka, 2017), networks and connections can provide adequate knowledge and information flow, which will transform weak ties into strong ties. Moreover, the research by (Nord et al., 2018) shows that the usage of social media will provide communication and collaboration, raising awareness, exposure, and even revenue improvement, network, and relationship enhancement.

On the other hand, the change in human and work relationships is another negative result when introducing social media in the workplace. Social media changes the working relationships among employees in organizations. According to (Kanapathipillai, 2021), social media alters employees' relationships by reducing face-to-face interaction and more towards communicating through emails or other virtual means. In terms of network ties, social media impacts employee relationships and causes employee negligence or workplace ostracism (Zheng et al., 2016). Workplace ostracism can lead to harmful work-related and behavioral consequences such as the rise of work-related stress, emotional exhaustion in the staff (Balliet & Ferris, 2013), boosted counterproductive conduct (Bucher et al., 2013), inconsiderate etiquettes in the

organization (Taylor et al., 2015). Moreover, (Chung & Kim, 2017), in their study have also found that the utilisation of social media in organizations such as telcos actually promotes ostracism among employees and causes reduced work performance. Additionally, (Kanapathipillai, 2021) has mentioned that ostracized employees in the organization will communicate with other colleagues only via social networks rather than face-to-face contacts. Over time, this condition diminishes the relationship between the workers. Therefore, these contradicting findings show that there is a gap in the literature regarding the relationship between network ties and work performance. Thus, hypothesis H2 was devised to address the gap that exists in the literature.

H2: There is a statistically significant relationship between network ties and the work performance of employees in the telco.

2.5 Relationship Between Shared Vision and Work Performance

Based on the study by (Cao et al., 2016), a shared vision will provide a great bonding mechanism that will gather and equip the various sections in a company, which allows the combination of resources. The organization's goal, objective, vision, and interest are connected to the virtual community members and will help them realize and ensure the resources exchange importance and lead towards opportunities. The development of a shared vision can increase and drive toward knowledge transfer, enhancing work performance.

Based on (Pratono, 2018), social media creates norms and webs which develop a shared vision, trust, and mutual agreement that will result in mutual benefits among employees to increase their work performance. Additionally, based on research conducted by (Naim & Lenka, 2017), organizational growth and work performance can be enhanced and achieved by vision sharing and insights through informal discussions held or implemented through social media. In line with this, (Nord et al., 2018) discovered that with the increasing rate of vision sharing, preparing the best social media technology platforms will drive excellent work performance. Furthermore, (Kanapathipillai, 2021; Nord et al., 2018) mention that social media consisting of internet connection and mobile media technology will give employees the best space to share their vision, intensifying their work performance of employees. Moreover, (Chen et al., 2020) mentioned that social media would help and assist the employee in sharing their vision and setting their goals in the organization, which contributes to the development of bonds among employees that leads to outstanding teamwork and heightened work performance.

Conversely, (Fallahi, 2016) found that offensive content created by employees, poor time management, offending others in the organisation, and damage the relationships among employees in the organisation and leads to poor vision and goal sharing and development. A study by (Taylor et al., 2015) on organizations in Britain showed that using social media will mostly bother employees at the workplace. Therefore, employees will be disrupted and unable to share their vision in the

organisation, which diminishes work performance. Additionally, (Sellitto et al., 2016) found that the utilisation of social media led to work inattention, lack of time management, reduced participatory behaviours, and reduced group work. Therefore, due to social media's negative impacts, employees cannot share their vision, which reduces work performance (Kanapathipillai, 2021). Therefore, these contradicting findings show that there is a gap in the literature regarding the relationship between shared vision and work performance. Thus, hypothesis H3 was created to address the gap that exists in the literature.

H3: There is a statistically significant relationship between shared vision and the work performance of employees in the telco.

2.6 Relationship Between Trust and Work Performance

Research by (Cao et al., 2016), trust is developed from social interaction. Employees can know and understand their colleagues' details and personal information by surfing online social networks. These particulars can be a base for employees to understand their colleagues, reducing uncertainties of behaviour and intentions. This condition will contribute to the development of mutual trust amongst them (Kanapathipillai, 2021). Proper and comfortable communication can be achieved through social media when trust develops. The reciprocal relationship is derived between social media and trust. The trust will be focused on future conditions, and the other aspect will act opportunistically, decreasing anxiety levels.

Based on research by (Ainin et al., 2015), trust can be categorized as a multidimensional construct. Trust can be institutional and has several types: situational normality, structural assurance, and informational trust. For the first type, situational normality, the condition is the belief of an individual that they can succeed in a normal situation. For structural assurance, the thought of outcomes is based on contextual structure such as regulations, contracts, and guarantees. For the informational trust, the belief is based on the accuracy, credibility, and reliability of the source of information where the others are accessible to gain the knowledge.

From (Pratono's, 2018) analysis, trust is essential for promoting organizational development and work performance. Trust can reduce harmful conflicts and also develop solid social ties. The long-term interaction is based on three factors which are trust, mutual adaptation, and commitment. Social media can aid the elimination of the trust gap between the firm and stakeholders. Trust-building is essential in developing bonding and understanding among employees, which creates good work relationships and enhances work performance.

Furthermore, (Naim & Lenka, 2017) revealed that social media has developed interaction and collaboration in the workplace among employees, which heightens work performance. Collaboration is the process of working together that can establish trust and integrity by using and exchanging transparent and flexible knowledge and ideas (Kanapathipillai, 2021). Moreover, in a study by (Garcia-Morales et al., 2018), the field of

technical assistance is used to clarify technological knowledge competencies in communication, information processing, and trust. These factors will nurture innovation, which positively affects work performance. Therefore, companies that use social media tools successfully in their innovation process improve the company's long-term performance, and employees can also augment their work performance. In recent research by (Chen et al., 2020), the positive impact of social media will help and assist the employee in having a better understanding of the goals set by the organization and will contribute to the development of trusting relationships among leaders and subordinates. In addition, these practices will also encourage employees to achieve their work objectives and better work performance and quality.

Likewise, (Tsai & Ghosal, 1998) cited that when employees trust each other, they will be willing to share resources without any fear in the organisation. Trust also develops a cooperative behaviour that enables the exchange and combination of resources and ideas (Kanapathipillai, 2021). Additionally, a similar topic has been discussed by (Bauer et al., 2019), where scientists believe that trust has an assumed connection to cooperative behaviour. It is proposed that people's expectations and behaviour when they decide to share or not their data represent such in a situation.

Contrarily, (Hsieh-Yee, 2021) discovered that trust would be disturbed and interfered by false information, uneven information quality, bias, insufficient control, and manipulation by certain irresponsible workers through social media. The information scope includes private and confidential documents, data, and personal information. These negatively impact the work performance and credibility and contribute to the organization's and employees' bad reputation. Therefore, these contradicting findings show that there is a gap in the literature regarding the relationship between trust and work performance. Thus, hypothesis H4 was proposed to address the gap that exists in the literature.

H4: There is a statistically significant relationship between trust and the work performance of employees in the telco.

2.7 Relationship between Knowledge Transfer and Work Performance

A culture of sharing knowledge using social media will increase the knowledge and skills of workers, which enhances work performance according to (Marbun et al., 2020). Research by (Cao et al., 2016) has exposed that social media simplifies knowledge transfer and improves work performance. Moreover, (Murphy, 2013; Leonardi & Meyer, 2015) uncovered that social media permits tacit and explicit knowledge transfer, which increases the work performance of employees in an organisation.

In line with this (Baum & Ingram, 1998) in their study mentioned that knowledge transferability is a governing contributor to organizational and employees' performance. Contrarily, knowledge transfer through social media can also inflict adverse effects that reduce employees' work performance. The main negative element is uncertainty. According to (Trier et al., 2017), uncertainty is how the environment's future states cannot

be precisely anticipated and predicted from a lack of information, and this condition negatively impacts the employees' work performance. Several issues contribute to this negative impact: the knowledge shared or transmitted or unknown source, complicated and unreliable. Uncertainty will also happen when the information obtained is inaccessible and under unstable conditions and when people feel and adapt apprehensively about the knowledge and information gathered. When transforming into actual work practices, the unsure element will happen to the employees because they do not understand the knowledge transferred through social media, which causes their work performance to decline (Kanapathipillai, 2021).

Moreover, (Venegas et al., 2020) concludes that social media could run into an overwhelming volume of information, cognitive overload, increased misinformation and disinformation, and panic transmission. Therefore, these adverse effects diminish the work performance of employees. Therefore, these contradicting findings show that there is a gap in the literature regarding the relationship between knowledge transfer and work performance. Thus, hypothesis H5 was proposed to address the gap that exists in the literature.

H5: There is a statistically significant relationship between knowledge transfer and the work performance of employees in the telco.

2.2 Proposed Conceptual Framework

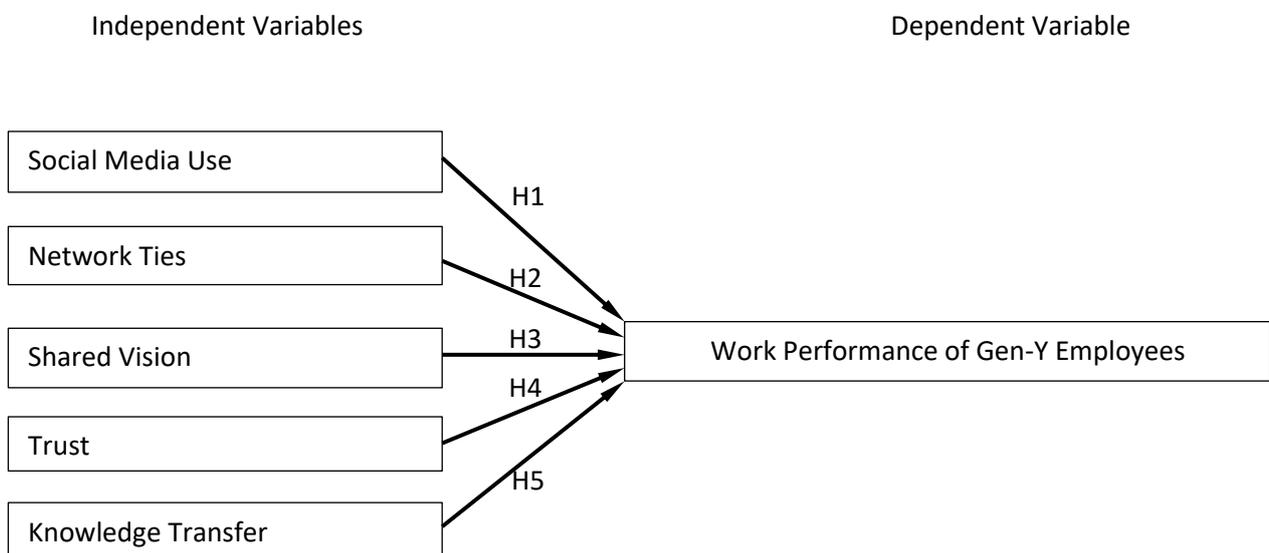


Figure 1: Proposed Conceptual Framework

3. Methodology

This third section explains the research methodology, which focuses on the population, sampling, and instruments used to collect data for this research.

3.1 Population, Sampling and Measurements

This research study focuses on testing existing theories with a deductive approach. The type of research in this study comprises explanatory research, and its nature is Quantitative. For research design, the explanatory research (Quantitative) will be able to identify the causes and reasons and provide evidence to support the prediction and explanation that comprises the research study. This is the best option due to its compatibility. The research population involved in this research study involved Generation-Y (Gen-Y) employees of a large telco based in Kuala Lumpur, Malaysia. Based on 2022 human resource records, the total employee of the telco is 2955, and 1548 of them are Gen-Y employees. A total of 1000 questionnaires were distributed via email to the telco employees, and a response of 318 was collected to provide the results, which is approximately a 32 percent response rate.

The non-probability sampling method was used in this research study which has a significant advantage in being less expensive, easy to handle, and less complicated. In the aspect of the research instrument, close-ended questionnaires were used. The questions were based on the five Likert's scale levels ranging from 1 (Strongly disagree) to 5 (Strongly agree). Two sources were implemented for data collection: primary data that help understand the target population and secondary data derived from previous work and literature conducted by various researchers.

4. Findings and Interpretation

This fourth section provides the findings of this study, including the respondents' demographic profiles, descriptive analysis, correlation matrix and regression analysis.

4.1 Demographic Profile of Employees

The profile of the respondents studied is displayed in Table 1.

Table 1: Demographic Profile of Telco Employees (N=318)

Demographics	Category	Frequency	Percentage
Gender	Male	163	50.5
	Female	160	49.5
Age Group	1981 - 1985	152	47.1
	1986 - 1990	112	34.7
	1991 - 1995	57	17.6
	1996 - 2000	2	0.6
Business Unit	Retail	165	51.1
	Consumer Business	36	11.1
	Emerging Business	32	9.9
	Enterprise Business	46	14.2
	Customer Management & Digital	37	11.5
	Others	7	2.1
Region	HQ	157	48.6
	Central	46	14.2

	Northern	44	13.6
	Southern	22	6.8
	Eastern	27	8.4
	Sabah	17	5.3
	Sarawak	10	3.1

Based on Table 1, the number of responses collected in this research is N=318. The demographics survey of the telco employees shows the majority of Gen-Y employees are males (50.5%). Regarding age category, the majority are those born between 1981 and 1985, which is 152 or (47.1%). The findings indicate that the majority of Gen-Y employees are attached to the Retail division, which is 165 or (51.1%), and finally, a majority of the telco employees who responded are from the Headquarters, which is 157 or (48.6%).

4.2 Reliability Analysis

Table 2: Reliability Analysis

Variables	Cronbach's Alpha	No of Items
Social Media use at work (SMU)	0.460	3
Trust (TT)	0.888	5
Shared Vision (SV)	0.882	3
Network Ties (NT)	0.904	4
Knowledge Transfer (KT)	0.935	5
Work Performance (WP)	0.937	6

Based on Table 2, the value of Cronbach's Alpha for social media use is 0.460 with 3 items. The Cronbach's alpha values of trust, shared vision, network ties, and knowledge transfer are 0.888 (5 items), 0.882 (3 items), 0.904 (4 items), and 0.935 (5 items), respectively. Finally, the Cronbach's alpha value of work performance was 0.937 with 6 items. Except for social media use, all these Cronbach's values have shown values of more than 0.8, which means the construct is excellent for this research.

4.3 Mean and Standard Deviation Analysis

Descriptive Statistics displays the mean, standard deviation (SD), skewness and kurtosis values of this research.

Table 3: Descriptive Statistics (N=318)

Factors	Mean	SD	Skew	Kurtosis	Min	Max
Social Media use at Work (SMU)	3.837	1.062	-0.624	-0.333	1	5
Trust (TT)	3.479	0.827	0.079	-0.399	1	5
Shared Vision (SV)	3.646	0.790	-0.169	-0.130	1	5
Network Ties (NT)	3.590	0.992	-0.604	0.006	1	5
Knowledge Transfer (KT)	3.683	0.788	-0.359	0.220	1	5
Work Performance (WP)	3.752	0.647	0.208	-0.340	1	5

From Table 3, the factor social media use at work shows the highest mean value of 3.837 ± 1.062 . The lowest mean value is trust, 3.479 ± 0.827 . Additionally, the normality test in Table 3 indicates that the skewness and kurtosis values have a threshold of ± 2 therefore the data are distributed normal, as cited by (Chinna & Yuen, 2015; Gravetter & Wallnau, 2014).

4.4 Correlation Analysis

To study how the variables are associated in terms of strength and direction, the correlation analysis is shown in Table 4: Correlation Matrix.

Table 4: Correlation Matrix (N=318)

Factors	SMU	TT	SV	NT	KT	WP
Social Media Use (SMU)	1					
Trust (TT)	0.563**	1				
Shared Vision (SV)	0.527**	0.742**	1			
Network Ties (NT)	0.611**	0.637**	0.596**	1		
Knowledge Transfer (KT)	0.401**	0.572**	0.575**	0.058	1	
Work Performance (WP)	0.500**	0.628**	0.638**	0.639**	0.919**	1

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

According on the correlation matrix shown in Table 4, it was noted that the data significantly supported the measurement model. The correlation matrix recorded that the variable social media use indicates a moderate positive correlation with the variable work performance ($r = 0.500$; $p < 0.001$). Additionally, the correlation between the variables trust, shared vision, and network ties, are strongly correlated and positive with the variable work performance whereby ($r = 0.628$; $p < 0.001$), ($r = 0.638$; $p < 0.001$), ($r = 0.639$; $p < 0.001$) respectively. Moreover, the variable knowledge transfer demonstrates a very strong and positive correlation with work performance ($r = 0.919$; $p < 0.001$).

Consequently, it can be deduced that there is a blended correlation strength but a positive association between all the independent variables and the dependent variable investigated in this research.

4.5 Multiple Regression Analysis

Regression analysis is the statistical method used in this research to estimate the relationships between the 5 independent variables and a dependent variable.

Table 5: Model Summary^b

Model 1	R	R Square	Adjusted R Square	Std. Error of the Estimate
	0.933a	0.871	0.869	0.234
a. Predictors: (Constant), Social Media Use, Trust, Shared Vision, Network Ties, Knowledge Transfer				
b. Dependent Variable: Work Performance				

From Table 5 Model Summary, $R = 0.933$ which signifies the multiple correlation coefficient value which reveals a high degree of predictive accuracy. The $R^2 = 0.871$. This infers that 87.1% of the variation in the dependent variable (work performance) can be explained by the independent variables (social media use, trust, shared vision, network ties, and knowledge transfer).

Table 6: ANOVAa

Model 1	Sum of Squares	df	Mean Square	F	Sig.
Regression	115.671	5	23.134	422.300	0.000b
Residual	17.092	312	0.055		
Total	132.762	317			

a. Dependent Variable: Work Performance
 b. Predictors: (Constant), Social Media Use, Trust, Shared Vision, Network Ties, Knowledge Transfer

Table 6 ANOVA, shows that the independent factors statistically and substantially forecast the dependent variable, ($F = 422.300$, $p < 0.001$). Therefore, the regression model fit is good. Hence, the independent variables (social media use, trust, shared vision, network ties, and knowledge transfer) will be able to project the dependent variable (work performance)

Table 7: Coefficients

Model 1 Coefficients	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.746	0.071		10.486	0.000
Social Media Use (SMU)	0.002	0.016	0.004	0.152	0.879
Trust (TT)	0.038	0.026	0.049	1.465	0.144
Shared Vision (SV)	0.075	0.026	0.091	2.843	0.005
Network Ties (NT)	0.065	0.020	0.100	3.307	0.001
Knowledge Transfer (KT)	0.640	0.022	0.779	28.877	0.000

Dependent Variable: Work Performance

From Table 7 Coefficients, show that shared vision ($B = 0.075$; $p < 0.05$); network ties ($B = 0.065$; $p < 0.05$) and knowledge transfer ($B = 0.640$; $p < 0.05$) are statistically significant. On the other hand, coefficients for social media use ($B = 0.002$; $p > 0.05$) and trust ($B = 0.038$; $p > 0.05$) are insignificant.

Thus, this implies that there is a significant relationship between the predictor variables (shared vision, network ties, and knowledge transfer) and the dependent variable (work performance).

Based on Table 7, the linear regression equation is as follows:

$$WP = 0.746 + 0.075 (SV) + 0.065 (NT) + 0.640(KT)$$

Where;

WP = work performance,

SV = Shared vision,

NT = Network ties,

KT = Knowledge transfer,

0.746 is the constant or the y-intercept.

The result signifies that with a one-unit increase in shared vision (SV), there is an increase in work performance (WP) by 0.075 units. Similarly, a one unit increase for network ties (NT) will increase work performance (WP) by 0.065 units. Lastly, work performance (WP) increases by 0.640 units when knowledge transfer (KT) increases by one unit.

Moreover, the result of the multiple regression probe evaluates the impact of the predictor variables (shared vision, network ties, and knowledge transfer) on the outcome variable (work performance). The stronger the standardization coefficient, the more significant the impact of the predictor variables (shared vision, network ties, and knowledge transfer) on work performance the outcome variable. With a standard coefficient (Beta = 0.779), the predictor variable knowledge transfer (KT) contributes the highest to the variance in work performance (WP). Network ties follows with (Beta = 0.100), and shared vision (Beta = 0.091).

4.6 Summary of Hypothesis Test

Table 8: Summary of Hypothesis Test (N=318)

Hypothesis	P-value	Result
H1: There is a statistically significant relationship between social media use and the work performance of employees in the telco.	0.879	> 0.05
H2: There is a statistically significant relationship between network ties and the work performance of employees in the telco.	0.001	< 0.05
H3: There is a statistically significant relationship between shared vision and the work performance of employees in the telco.	0.005	< 0.05
H4: There is a statistically significant relationship between trust and the work performance of employees in the telco.	0.144	> 0.05
H5: There is a statistically significant relationship between knowledge transfer and the work performance of employees in the telco.	0.000	< 0.05

From Table 8, the first hypothesis (H1) is to examine if there is a statistically significant relationship between social media use and the work performance of employees in the telco. The p-value of social media use at work is 0.879, which is greater than 0.05. Consequently, indicating a statistically insignificant impact of social media use at work on work performance.

Additionally, the fourth hypothesis (H4) is to investigate if there is a statistically significant relationship between trust and the work performance of employees in the telco. The p-value of trust is 0.144, which is more than 0.05. Thus, demonstrating a statistically insignificant effect of trust on work performance.

The second hypothesis (H2) is to test if there is a statistically significant relationship between network ties and the work performance of employees in the telco.

The p-value of network ties is 0.001, which is less than 0.05. Therefore, denoting a statistically significant effect of network ties on work performance.

The third hypothesis (H3) is to investigate if there is a statistically significant relationship between shared vision and the work performance of employees in the telco. The p-value of shared vision is 0.005, which is less than 0.05. Hence, this implies a statistically significant impact of shared vision on work performance.

Finally, the fifth hypothesis (H5) is to study if there is a statistically significant relationship between knowledge transfer and the work performance of employees in the telco. The p-value of knowledge transfer is 0.000, which is less than 0.05. As a result, knowledge transfer has a statistically significant influence on work performance.

5. Discussion

In this section, the results of the study are presented. The results are generated using the IBM Statistical Package for Social Science version 26 (SPSS) software.

Firstly, this study examined if there is a statistically significant relationship between social media use and the work performance of employees in the telco and tested the hypothesis H1: There is a statistically significant relationship between social media use and the work performance of employees in the telco. Previous literature from (Kanapathipillai, 2021; Naim & Lenka, 2017) shows that social media offers visibility sources of interaction, enhances networking, facilitates internal and external communication, and shares knowledge and ideas, which directly influences employee work performance. Another study from (Garcia-Morales et al., 2018) mentioned that organizational commitment and work performance are improved via social sites. It empowers employees to interact socially, improving employee relationships with the organization and increasing their work performance. The result of this study negates the previous literature. Instead, the result supports the negative influences of social media on work performance, such as work inattention, lack of time management, spending too much time on social media during office hours, and ostracism among the employees mentioned by (Shakki, 2019; Andreassen et al., 2014). Another evidence provided from Moqbel & Kock's study, where various IT organizations found employee works performance issues such as work negligence and loss of positive passion toward the work when social media was implemented in the workplace, according to (Bennett et al., 2010). Thus, the findings of this research have answered the first research question and narrowed the literature gap.

Secondly, this study investigated if there is a significant relationship between network ties and employees' work performance in the telco and tested hypothesis H2: There is a statistically significant relationship between network ties and the work performance of employees in the telco. The result of this research complements previous research findings of (Kanapathipillai, 2021; Pratono, 2018), which found that strong network ties improve information and resource sharing, which helps individuals achieve high work performance. Additionally, (Bennett et al., 2010) also mentioned the same

supporting the result of this study, where a massive growth of social networking sites helps organizations with accessible communication, sharing of information, and collaboration, making the employee network ties stronger, in turn, this has positively impacted and enhancing their work performance. On the other hand, the result of this research invalidates the findings of (Zheng et al., 2016), who mentioned that network ties created through social media lead to ostracism at the workplace, which causes poor work performance. Thus, the findings of this research have answered the second research question and narrowed the literature gap.

Thirdly, this study assessed if there is a significant relationship between shared vision and the work performance of employees in the telco and tested hypothesis H3: There is a statistically significant relationship between shared vision and the work performance of employees in the telco. This research result can be validated by previous scholars who mentioned that social media is a platform for sharing the vision that can increase employees' work performance and achieve the organization's ambition (Kanapathipillai, 2021; Nord et al., 2018; Tsai, 1998). However, this result overturned the statement of (Fallahi, 2016), which mentioned that offensive content created by employees, poor time management, sending offending messages, and stealing others' data will harm the social relationship in the organizational environment and lead to diminished work performance. Therefore, the findings of this research have answered the third research question and narrowed the literature gap.

Fourthly, this research tested if there is a statistically significant relationship between trust and employees' work performance in the telco and analysed hypothesis H4: There is a statistically significant relationship between trust and the work performance of employees in the telco. Likewise, research conducted by (Chiu et al., 2018) discovered that online communities are a great platform to learn and share knowledge and ideas, improving people's communication and building trust more effectively. Through social media, trust is easily built as it enables everyone to stay connected to share and exchange knowledge, which immensely increases work performance. Nevertheless, this research has proven otherwise, wherein a distrustful event occurs when there is false information, uneven information quality, bias, insufficient control, and manipulation distributed by irresponsible employees (Hsieh-Yee, 2021). Thus, the findings of this research have answered the fourth research question and narrowed the literature gap.

Finally, this study also focused on whether there is a statistically significant relationship between knowledge transfer and the work performance of employees in the telco and tested hypothesis H5: There is a statistically significant relationship between knowledge transfer and the work performance of employees in the telco. The result of this research can be supported by a previous study by (Cao et al., 2016), who has shown that knowledge transfer can enhance employee work performance. This research result has exhibited that using social media is significant for knowledge transfer and can enhance work performance. Contrarily, the outcome of this study repudiates the finding of (Trier et al., 2017), who revealed that transmitting anonymous and unreliable information will cause uncertainty, leading to employees not seeing the effectiveness of

using social media as a knowledge transfer platform and causing weakened work performance. Thus, the findings of this research have answered the fifth research question and narrowed the literature gap.

6. Conclusion

This research aims to study the impact of social media on Gen-Y employees' work performance in a telco established in Malaysia. Variables (Social Media use, Network Ties, Shared Vision, Trust, and Knowledge Transfer built through social media) were examined to see if they impacted employees' work performance. Based on the outcome, it can be inferred that some of the objectives of this research were attained, and the gaps emphasized in the literature were bridged. Network ties, shared vision, and knowledge have shown a significant relationship to employees' work performance in the telco. However, social media use and trust have demonstrated an insignificant relationship to employees' work performance in the telco.

The first objective of this study was to examine if there is a statistically significant relationship between social media use and the work performance of employees in the telco. The researchers have exposed an insignificant impact of social media use on the telco's Gen-Y employees' work performance. Therefore, this study contradicted the findings of previous scholars (Kanapathipillai, 2021; Adzovie et al., 2017; Cao & Ali, 2018; Parveen et al., 2015; Parveen et al., 2016; Pratono, 2018; Naim & Lenka, 2017; Garcia-Morales et al., 2018; Celebi & Terkan, 2020; Koo et al., 2011; Nisar & Prabhakar, 2018) who discovered that social media use at the workplace can improve employee work performance. The telco's primary official communication tool is email and a mobile app for communication and collaboration purposes. This study shows that the telco's Gen-Y employees frequently use social media channels such as Facebook, Twitter, Instagram, WhatsApp, and TikTok. This is helpful information for the telco if they plan to introduce social media in the workplace. The telco can leverage its frequently used social media platforms as part of its social media strategy to improve Gen-Y employees' work performance. However, implementing social media in the workplace requires much effort as it will involve tremendous time, resources, and cost. Poor social media implementation, such as having an unclear social media policy, will expose security issues, legal lawsuits, and even employee productivity. These social media drawbacks will impact the organization's reputation and credibility.

The second objective of this study was to study if there is a statistically significant relationship between network ties and the work performance of employees in the telco. The researchers have revealed a significant relationship between network ties and Gen-Y employees' work performance in the telco. Therefore, this study is in line with the findings of previous scholars (Kanapathipillai, 2021; Cao et al., 2016; Pratono, 2018; Huang & Liu, 2017; Naim & Lenka, 2017; Nord et al., 2018; Dermentzi & Papagiannidis, 2018). Their studies have also indicated the significance of network ties on work performance where social media encourages practical knowledge and information flow,

transforming weak ties into strong ties. Strengthening network ties via social media helps raise awareness, increase communication and collaboration among peers, and improve employee engagement.

The third objective of this study was to determine if there is a statistically significant relationship between shared vision and the work performance of employees in the telco. The researchers have demonstrated a significant relationship between shared vision and Gen-Y employees' work performance. Therefore, this study supported the findings of previous scholars (Smith, 2009; Cao et al., 2016; Naim & Lenka, 2017; Nord et al., 2018; Pratono, 2018; Chen et al., 2020), who have also proven the significance of shared vision on employees' work performance. Organizations can hinge on social media to help their employees better understand the organization's goals. This approach will aid the development of trusting relationships between the management and employees. These practices will also inspire employees to accomplish their work objectives and enhance work performance and value.

The fourth objective of this study was to investigate if there is a statistically significant relationship between trust and the work performance of employees in the telco. The researchers have discovered an insignificant relationship between trust and Gen-Y employees' work performance in the telco. Therefore, this study negated the findings of previous scholars (Cao et al., 2016; Ainin et al., 2015; Pratono, 2018; Naim & Lenka, 2017; Garcia-Morales et al., 2018), who have revealed the significance of trust in the work performance of employees in the telco. However, without proper social media strategy implementation in the telco, there will be a lack of policy and guidelines for employees to use social media in the workplace. Misusing social media, such as bullying, harassment, and harmful messages, is hard to address during work hours. Hence, it is challenging to establish trust among employees to use social media.

The fifth objective of this study was to investigate if there is a statistically significant relationship between knowledge transfer and the work performance of employees in the telco. The researchers have established a significant relationship between knowledge transfer and Gen-Y employees' work performance in the telco. Therefore, this study is in line with the findings of previous scholars (Cao et al., 2016; Baum & Ingram, 1998; Marbun et al., 2020; Murphy, 2013; Leonardi & Meyer, 2015), who have also proven the significance of knowledge transfer on the work performance of employees. Social media facilitates tacit and explicit knowledge transfer. The benefit of social media will increase the knowledge and skills of workers. Social media may raise employees' social capital and later enable knowledge transfer, which enhances the employees' work performance in the telco.

Therefore, based on this research, it can be inferred that network ties, shared vision, and knowledge transfer are incredibly significant to heightening the employees' work performance in the telco. There is a great potential to consider implementing social media as an official workplace tool in improving network ties, shared vision, and knowledge transfer for the Gen-Y employees of the telco, which can heighten their work performance. In conclusion, it will be crucial for the telco's management to provide a

suitable framework for implementation, including proper guidelines, policies, and procedures to execute an ideal social media platform. This official framework will assist the telco's Gen-Y employees in gaining sufficient guidelines and a sense of direction on using the social media tools efficiently at their workplace to enhance their work performance.

7. Limitations and Further Research

This research concentrated only on the Gen-Y employees in one telco in Malaysia. Additionally, even though this research was conducted in both west and east Malaysia, the responses from east Malaysia were very poor. Therefore, further research can be conducted on other telecommunication companies in East Malaysia. Moreover, further study can be conducted to compare the results between different telecommunication companies as well as the telecommunication industry as a whole. Additionally, other variables can be evaluated such as organizational communications, organizational learning, and leadership skills on the work performance of employees who use social media in the telecommunication industry.

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Conflict of Interest

As far as the authors are concerned, there is no conflict 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 researchers of this study, the authors confirm its originality and have not been published anywhere previously and affirm that it is not presently being considered for publication elsewhere.

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