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The Effect of Social Media Usage on Job Performance: The Mediating Role of Teamwork and Internal Communication

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APPROVAL STATEMENT

This is to confirm that the thesis entitled " The Effect of Social Media Usage on Job Performance: The Mediating Role of Teamwork and Internal Communication " prepared by Mahlet Tadesse complies with the requirements of the University and conforms to the usual definition of originality and quality.

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DECLARATION

I certify that the thesis entitled “The Effect of Social Media Use on Job Performance: The Mediating Role of Teamwork and Internal Communication at Safaricom Telecommunication Ethiopia Plc.” is my own original work and has not been submitted for the award of any other degree at any university or institution. It is submitted in partial fulfillment of the requirements for the degree of Master of Business Administration in Management at Addis Ababa University.

All sources of information and assistance have been properly acknowledged.

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LIST OF ABBREVIATIONS

Abbreviation	Description
AVE	Average Variance Extracted
BBS	Bulletin Board Systems
CBU	Consumer Business Unit
CMB	Common Method Bias
CU	Cognitive Use
DV	Dependent Variable
EBU	Enterprise Business Unit
ESM	Enterprise social media
f^2	Effect Size
H	Hypothesis
HR	Human Resources
HTMT	Heterotrait-Monotrait
HU	Hedonic Use
IC	Internal Communication
IT	Information Technology
IV	Independent Variable
IWPQ	Individual Work Performance Questionnaire
JD-R	Job Demands–Resources
JP	Job Performance
MBA	Master of Business Administration
MRT	Media Richness Theory
N	Population/Sample Size
NFI	Normed Fit Index
Plc	Public Limited Company
PLS-SEM	Partial Least Squares Structural Equation Modeling
Q^2	Predictive Relevance (Stone-Geisser's Q^2)
R^2	Coefficient of Determination
RQ	Research Question
SD	Standard Deviation
SM	Social media
SMU	Social Media Use
SO	Specific Objective
SU	Social Use
TAM	Technology Acceptance Model
TW	Teamwork
U&G	Uses and Gratifications
VIF	Variance Inflation Factor

ABSTRACT

The development of digital technologies has revolutionized workplaces, and as a result, social media tools have become a key aspect of organizational communication. But the effect of the use of social media tools on workers' job performance, especially in developing countries such as Ethiopia, has not been studied yet. Whereas research conducted in developed countries as well as in Asia has generated conflicting findings that some have shown positive impact using knowledge sharing and teamwork, while others have pointed out problems like cyberloafing and technostress, these findings cannot be generalized to the Sub-Saharan African .

This research examines the effect of the use of social media tools on the job performance of Safaricom Telecommunications Ethiopia Plc with an emphasis on the mediating effect of teamwork and internal communication. In particular, the research makes a distinction between social, cognitive, and hedonic uses of social media to explore their differential impact on job performance, understanding the fact that previous research paid more attention to the overall usage of social media rather than its components and mechanisms. To conduct this research based on U&G theory as a starting point, with additional insights derived from the Job Demands-Resources Model and Social Capital Theory to achieve better theoretical synthesis, the approach used is quantitative research as well as cross-sectional survey design. The study population included 889 workers of the company called Safaricom Telecommunication Ethiopia Plc. In this regard, a stratified random sample of 269 respondents was chosen for the study. It is crucial to emphasize the fact that the study was based only on self-reports of non-managers since managers were not included in the sample, which means that the assessment of performance was made from the viewpoint of employees. Besides, although the problem of method bias was corrected by the help of procedural and statistical tools, the cross-sectional design prevented making any causal inferences. Data collection involved the use of structured questionnaires administered to the subjects, while data analysis used PLS-SEM approach and software (SmartPLS 4.1.1.8). Findings indicated that the social media use dimensions, namely Social Use, Cognitive Use, and Hedonic Use, have a highly significant positive influence on job performance. It was demonstrated that Social Media Use has a highly significant influence on enhancing Teamwork and Internal Communication. Moreover, the two factors partially mediated the effect of social media use on job performance. A striking result was that Internal Communication had no significant influence on Teamwork. This shows that mere information exchange may not be enough to foster teamwork without any social interaction. On the other hand, while Cognitive Use improved Internal Communication, it did not yield a significant indirect effect on performance, and Hedonic Use had no significant impact on the mediator factors. The findings show that social media acts as a resource in enhancing performance through collaboration and communication among people. Social media use is therefore advocated for Safaricom Telecommunication Ethiopia Plc in terms of developing a framework that can ensure its use is made to facilitate networking and collaboration and allowing for some degree of hedonic use to ease stress. Although the study was carried out in only one organization within the telecommunications industry in Ethiopia, the findings lack external validity. It is recommended that future studies examine multi-organization studies, employ longitudinal designs to investigate changes over time, and use multi-sourced performance measures.

Keywords: Social Media Use, Job Performance, Teamwork, Internal Communication, Uses and Gratifications Theory, PLS-SEM, Safaricom Ethiopia.

CHAPTER ONE

1. Introduction

1.1. Background of the Study

People now interact through their work activities because of the fast advancement of internet technology together with digital communication systems. Professionals now use Facebook and LinkedIn and Twitter as their main social media tools to build business relationships and exchange information and promote their products and support their company staff members (Kapoor et al., 2022; Men & Yue, 2022; O'Connor & O'Dea, 2023). Social media has reached business recognition as a performance-enhancing tool which organizations use to boost their employee work results and their ability to communicate.

Social media usage on job stands as a proven method which organizations use to support their immediate teamwork and their need for employee participation and operational transparency between different business units and geographical locations (Alalwan et al., 2021; Sabah & Altalbe, 2022). Social media platforms enable employees to connect through official and personal digital networks which affect their regular work duties and their ability to generate new ideas and solve problems and show creative thinking (Nguyen et al. 2023; Sung & Kim, 2021).

Safaricom Telecommunication Ethiopia Plc which operates under Vodafone Group International which has the highest share around 40% has adopted modern digital systems and tools to improve their operational efficiency and communication performance and general efficiency. The business operates like most companies because it has not yet conducted a complete research study which would evaluate how social media activities affect employee performance at work while also determining their effects on workplace operations regarding team collaboration and internal communication systems.

The current edition of literature shows that social media success in work environments depends on factors which operate at both organizational and personal levels. Organizations decide to adopt technology based on their cultural values and management approaches and their ability to use technology but the outcome of their technology adoption remains uncertain (Zhang & Venkatesh, 2020; Hassan et al., 2022).

Social media platforms have become common tools for workplace activities but researchers have not yet conducted enough studies to understand how social media activities affect employee work results through their effects on team communication systems which depend on both workplace communication structures and cultural background and technological usage patterns in Ethiopian organizations.

The research project solves the problem by studying how employees at Safaricom Telecommunication Ethiopia Plc use their social media accounts to perform their work duties and how their communication practices at work and team collaboration activities affect their results.

1.2 Statement of the Problem

The main challenge which modern organizations face today involves their inability to assess how social media platform's function when used for professional purposes because they cannot determine their effects on employee work performance. The usage of LinkedIn and Twitter and Facebook for professional networking and collaboration and marketing and thought leadership has grown according to Kapoor et al. (2022) and Men and Yue (2022) yet most organizations fail to develop standardized methods which evaluate these platforms' impact on regular work tasks and creative job responsibilities.

Users of professional social media platforms according to O'Connor and O'Dea (2023) obtain better visibility of themselves while they can spread knowledge which leads to creative and productive work results. But wait. Most organizations fail to demonstrate their social media activities generate measurable business results which they can connect to employee job performance through statistical evidence (Alalwan et al., 2021). This is especially true in developing nations with few research and assessment frameworks for digital workplace tools, like Ethiopia.

Social media platforms generate performance effects through internal mechanisms which operate through teamwork and organizational communication systems but most corporate environments lack studies that prove these systems work properly (Men & Stacks, 2019; Sung & Kim, 2021). Digital communication technology usefulness depends on various environmental elements which include organizational values and executive management approaches and staff computer abilities (Zhang & Venkatesh, 2020; Hassan et al., 2022). The research community continues to struggle with identifying the actual influence which these environmental elements generate within this specific field.

The implementation of modern technology at Safaricom Telecommunication Ethiopia Plc has not stopped researchers from studying how social media activities impact employee performance at work. Research has not yet studied how internal communication and teamwork operations affect the system and which organizational aspects including company culture and leadership style and digital literacy influence these effects. Even with the growing use of enterprise social media use of Safaricom Ethiopia to facilitate better communication and collaboration among workers, there is little empirical research exists to show how such social media sites can affect the job performance of those employees within the organization. Even though social media allows better and more rapid communication and collaboration, it may end up causing distractions and information overload to the users. As a result, it is difficult to know whether social media ends up improving or negatively affecting worker performance. Thus, studying the effects of social media on job performance becomes imperative.

Hence, Prior empirical studies have given contradictory results concerning the effect of the usage of social media on job performance. Although some of the studies have indicated positive impact in terms of increased knowledge exchange, collaboration, and employee engagement, other studies have suggested that heavy usage of social media at the workplace causes employees to cyberloaf, experience information overload, technostress, and reduced productivity. Also, prior studies have been carried out in developed nations and Asian countries, whereas very little research exists concerning the Sub-Saharan African region, especially the Ethiopian telecommunications sector. Besides, previous studies have been mainly centered on the direct effect of social media usage on job performance without paying adequate attention to the mediating role of internal communication and teamwork. Therefore, this study seeks to bridge the identified theoretical, contextual, methodological, and empirical gap through investigating the effect of cognitive, hedonic, and social usage of workplace social media on job performance through internal communication and teamwork in Safaricom Ethiopia.

Use of communication technologies has increased among organizations in Ethiopia; but there are few studies regarding the effect of social media on the performance of organizations. Most of the literature is centered on customers and marketing while ignoring the impact on employees and their performance. The problem makes generalization of results based on developed countries difficult because of the different organizational cultures and levels of technological development. Therefore, Safaricom Ethiopia is an appropriate setting for this

study because it is a growing telecom company in Ethiopia that extensively uses digital means to coordinate its employees.

1.3 Research Questions

This study is seeking to answer the following research questions:

RQ1: What is the effect of social use of social media on internal communication, teamwork, and job performance?

RQ2: What is the effect of cognitive use of social media on internal communication, teamwork, and job performance?

RQ3: What is the effect of hedonic use of social media on internal communication, teamwork, and job performance?

RQ4: What is the relationship between internal communication and teamwork in the organization?

RQ5: What is the effect of internal communication and teamwork on employee job performance?

RQ6: To what extent do internal communication mediate the relationship between social media use (social, cognitive, and hedonic use) and job performance?

RQ7: To what extent do Teamwork mediate the relationship between social media use (social, cognitive, and hedonic use) and job performance?

1.4 Research Objectives

The main objective of this study examines the Effect of social media use on employee job performance at Safaricom Telecommunication Ethiopia Plc., with a focus on the mediating roles of internal communication and teamwork,

To achieve this, the study is guided by the following specific objectives:

SO1: To examine the effect of social use of social media on internal communication, teamwork, and job performance.

SO2: To examine the effect of cognitive use of social media on internal communication, teamwork, and job performance.

SO3: To examine the effect of hedonic use of social media on internal communication, teamwork, and job performance.

SO4: To analyse the relationship between internal communication and teamwork.

SO5: To determine the effect of internal communication and teamwork on job performance.

SO6: To investigate the mediating role of internal communication in the relationship between social media use and job performance.

SO7: To investigate the mediating role of teamwork in the relationship between social media use and job performance.

1.5. Significance of the Study

Many firms have increased their use of social media platforms in the workplace to find more effective and cooperative ways to enhance employee engagement, communication, and performance (Kapoor et al., 2022). Businesses are under pressure to embrace new communication systems and increase productivity as corporate environments become more digital. But even though social media sites like LinkedIn, Twitter, and internal enterprise networks are becoming more popular, little is known about how professional social media use impacts workers' job performance, particularly when it comes to manufacturing firms in developing nations like Ethiopia (Alalwan et al., 2021).

For any business, job performance is a crucial result, and investments in digital platforms are strategic choices that need to be backed up by data. Thus, it is crucial to investigate if and how social media technologies affect work outcomes like routine task completion and innovation. Furthermore, it is believed that internal procedures like communication and teamwork are crucial to this relationship; nevertheless, their precise impact has not been examined in many firms, like Safaricom Telecommunication Ethiopia Plc. Therefore, this study is important because it looks at how social media use can improve job performance at Safaricom Telecommunication Ethiopia Plc. Additionally, it outlines the main determinants of this relationship, such as leadership style, teamwork, corporate culture, technical proficiency, and internal communication.

The management of Safaricom Telecommunication Ethiopia Plc receive useful suggestions based on the research's findings to help them better understand how digital technologies affect worker performance and where targeted efforts are required to increase impact. Leadership techniques, organizational engagement guidelines, and digital communication tactics can all benefit from these findings.

Additionally, the conceptual framework created in this study used as a model for performance evaluation by companies aiming to evaluate and improve the efficacy of professional social media use. The study is also helpful to other Ethiopian businesses and those in comparable environments who are incorporating digital tools into their operations and looking to improve employee performance through efficient internal cooperation and communication.

1.6. Scope of the Study

This study's scope is limited to Safaricom Telecommunication Ethiopia Plc 's use of social media. research especially focuses on social media's internal, work-related use within one corporation, though it is widely used across other industries and businesses. Analysis of social media for leisure or personal use is not included.

There are 889 workers at Safaricom Telecommunication Ethiopia Plc. as of January 2026. However, the study's target population is limited to employees who have actively used social media for work-related purposes. This is because it is assumed that their experiences and perceptions are current enough to yield accurate survey responses. Thus, study also examines how social media use affects job performance, paying particular attention to both routine and innovative job duties. Only employees are included in the study's data collection; department heads, senior management, External Affairs, Expat and outside partners are not.

Furthermore, no additional Safaricom Telecommunication Plc branches are included in the analysis; it is limited to the company's Ethiopian branch. The investigation and results are unique to the Safaricom Telecommunication Ethiopia Plc environment, even though the findings might offer helpful insights for firms that are similar.

1.7. Limitations of the Study

This study creates a conceptual framework to investigate how social media use affects job performance, considering Teamwork and internal communication as mediating factors. Nevertheless, certain restrictions on the results and model that were developed. Some significant constraints that could be addressed in subsequent research include the following:

1. The effect of social media use on job performance, especially in Ethiopia's industrial sector, has not received much empirical attention. This study largely inform by research that has been done in other fields and nations. Despite being based on pertinent literature, the conceptual model was difficult to contextualize and validate because there were few studies that were industry-specific or local.
2. This study focuses on a particular company, Safaricom Telecommunication Plc., which makes use of its own digital technologies and internal communication procedures. As a result, the study' conclusions might not apply to different businesses, sectors, or environments. To evaluate the conceptual model's validity and application, more research in various sectors or organizations is required.

3. The study only uses employees' self-reported opinions about their use of social media, internal communication, teamwork, and job performance. It exclude objective metrics like supervisor ratings, platform usage logs, and performance statistics. As a result, the study is restricted to the respondents' subjective viewpoints.
4. The study only looks at regular and creative work performance; it didn't look at more general organizational outcomes like profitability, productivity, or customer satisfaction. These aspects were outside the scope of this study, despite their importance. Further research could broaden the focus to encompass higher-level organizational outcomes impacted by professional social media usage.

Empirical study on how social media use affects job performance is rare, especially in Ethiopia's industrial sector. As a result, research from different industries and nations serves as the main source of guidance for this study. Even though the conceptual model based on the relevant research, it was difficult to contextualize and validate several assumptions because there were no studies that were industry-specific or local.

1.8. Organization of the study

This study has five chapters. Chapter one Introduction which contains Background of the study, Statement of the problem, Research question and Objectives, Significance of the study, scope of the study & Limitations of the study. Chapter Two Literature reviews. Chapter three methodology Then, Chapter Four interpretation and analysis of model outcomes and finally, Chapter Five gives conclusions and recommendations with policy implication and further research direction.

CHAPTER TWO

2. LITERATURE REVIEW

2.1 Introduction

The literature review of this chapter presents an in-depth analysis of all existing research which supports the main components of this study including social media usage, job performance, teamwork, and internal communication. The review brings together theoretical frameworks with empirical findings to build the base which supports both the conceptual framework and research questions. This chapter presents information through thematic sections which start by

analysing each construct separately before studying their connections and end by showing the research gaps which this study investigated.

2.2 Social Media Usage

2.2.1 Definition and Evolution

Social media consists of online platforms which enable users to generate content while sharing it with others who exist within digital social networks. Social media enables users to interact through two-way communication which differs from traditional media because it allows people and organizations to engage in immediate conversations (Kaplan & Haenlein, 2010). Social media development started with early digital communication systems which included bulletin board systems (BBS) and internet relay chats during the 1970s and 1980s. The establishment of these platforms created the essential elements which enabled people to connect through the internet.

Social networking sites emerged during the early 2000s through Friendster, MySpace, and LinkedIn which introduced users to personal profile creation and social network building. Facebook launched its platform in 2004 which brought about a major change that resulted in its worldwide adoption by millions of users. Between 2006 and 2010, platforms like Twitter and YouTube emerged, diversifying the types of content shared and emphasizing short-form updates and video content. The following ten years brought mobile-first applications which included Instagram and Snapchat that focused on visual content and immediate user interaction.

2.2.2. Social Media Usage in the Workplace

Social media in organizational contexts refers to internet-based platforms which allow employees to produce, distribute, and swap information, ideas, and content through virtual community networks (Kaplan & Haenlein, 2010). Social media in work environments consists of public platforms which include Facebook, Twitter (X), LinkedIn, Instagram, and WhatsApp and enterprise social media (ESM) tools which companies created for workplace purposes through Slack, Microsoft Teams, Yammer, and Workplace by Meta (Leonardi, Huysman, & Steinfield, 2013).

Researchers in recent times have developed new ways to understand how people use social media at work by identifying separate elements which serve different purposes. Chen, Q (2021) presented a framework which divides workplace social media activities into four distinct categories: task-oriented usage for work-related activities, relationship-oriented usage to develop professional connections, knowledge-oriented usage for information exchange, and

leisure-oriented usage for personal amusement and workplace socializing. This classification system shows that researchers now understand social media behaviour consists of multiple elements which determine how social media affects professional results based on user purposes and their activities.

2.2.3. Prevalence and Trends

The adoption of social media tools in organizational settings has accelerated dramatically in recent years, driven in large part by the global shift toward remote and hybrid work arrangements following the COVID-19 pandemic. Buffer (2023) published research which demonstrates that more than 89% of businesses today maintain at least one digital collaboration system which serves as their primary internal communication platform. Microsoft Teams experienced a 252% user growth from 2020 to 2023 according to Microsoft's Work Trend Index (2023) while users spent about 2.5 hours daily on the platform.

Gupta (2020) conducted research which revealed that social media platforms now serve as essential professional tools which people need to perform their work duties throughout various business sectors. Research shows that knowledge workers spend between three and four hours each day on social media platforms to perform their professional responsibilities. Research by Gupta Grewal and Hadi and Stephen (2020) shows employees now use their social media accounts for professional activities which they used to keep distinctly separate from their personal social media activities.

The business world has experienced a major development which brought enterprise social media platforms into the spotlight. Organizations use three main platforms for their internal communication and project management and team collaboration needs which include Slack and Microsoft Teams and Workplace by Meta Alawamleh, Hamzeh & Murthy, D. (2022). These platforms provide specific tools which help organizations manage their business operations through dedicated communication channels for projects and document collaboration features and system compatibility with enterprise applications and video communication tools and automated task tracking systems.

2.2.4. Benefits and Risk of Social Media Usage in the Workplace

The literature identifies various advantages which social media platforms deliver to organizations through their operational use. Regarding **Knowledge sharing and organizational learning**. Qi and Chau (2018) found that enterprise social media usage significantly enhanced knowledge sharing behaviors among employees, particularly when

organizational norms supported open information exchange. García-Morales, Víctor & Martín-Rojas, Rodrigo & Lardón-López, María Esmeralda. (2018) established through their research that social media-based knowledge exchange practices strengthened organizational learning abilities which eventually led to better innovation results

Employee engagement and satisfaction. Social media platforms enable employees to connect more deeply with their tasks, which results in improved work contentment. The study by Naeem and Ozuem (2021) demonstrated that employees who accessed internal social media platforms established better relationships with their colleagues. This resulted in increased employee participation. Ewing, Men, and O'Neil (2019) demonstrated that companies which adopted social media platforms for their communication activities achieved improved two-way communication results. The process made employees feel their opinions mattered, which resulted in better employee involvement. Luc Manh, Hien, & Van, Pham. (2023). demonstrated that organizations which used social media platforms for open communication purposes enabled their employees to build better trust relationships. This resulted in improved job satisfaction and workplace engagement.

Innovation and creativity. Social media exposure to diverse perspectives and information sources has been positively associated with innovation and creativity. Zhang, Huiqin & Wang, Meng & Chen, Anhang. (2023) discovered that the use of social media for stimulating creative thinking was positively related to the exposure of employees to new ideas. Chauhan, Rishab. (2022). revealed that the use of enterprise social media for stimulating innovative work behaviour was positively associated with the use of knowledge sharing and social capital.

Professional development and networking. Social media usage creates opportunities for the development of the professional networks of the organization's workforce. van Zoonen, Verhoeven, and Vliegenthart (2017) discovered that the use of professional social media was positively associated with career satisfaction and perceived employability. Holland, Cooper, and Hecker (2016) revealed that the use of LinkedIn for professional development purposes was positively associated with the enhancement of the sense of career self-efficacy of the workforce.

Despite the benefits, the literature also indicates the risks and challenges of using social media in the workplace.

Distraction and Cyberloafing. The first major concern about the use of social media in the workplace is that it leads to distraction from the main tasks, thereby affecting the performance

of the employee. Koay, Soh, and Chew (2017) established that the use of social media for non-work-related purposes during work hours was positively correlated with cyberloafing and negatively correlated with job performance. In a more recent study, Salo, Markus & Pirkkalainen, Henri & Koskelainen, Tiina. (2018). established that social media-related technostress, such as distraction and compulsive checking, had a negative effect on the employee.

Information Overload. The constant flow of information from social media platforms also leads to information overload, which affects the performance of the employee. Matthes, Karsay, Schmuck, and Stevic (2020) established that information overload due to excessive notifications from social media usage led to increased employee stress and reduced cognitive performance. Yu, Lingling (2018) established that information overload due to the use of social media had a negative effect on job satisfaction and performance, particularly for those who are less knowledgeable about digital technologies.

Work-life boundary erosion. Social media has been seen to erode the work-life boundary, especially where there is the use of the same social media for work and personal life. Derks, Bakker, Peters, & van Wingerden (2016) discovered that the use of smartphones for engaging in social media during non-work times was related to work-home interference and emotional exhaustion. Recently, Blake, Holly & Hassard, Juliet & Singh, Jasmeet & Teoh, Kevin. (2024) discovered that the use of social media for work during non-work times led to burnout and reduced recovery from work demands.

Privacy and security concerns. Social media use by organizations has been seen to bring up concerns regarding the security and privacy of the employees. Gonzalez, Leidner, Riemenschneider, & Koch (2013) discovered that the privacy concerns of the employees regarding the use of organizational social media monitoring had a negative impact.

2.3 Job Performance

2.3.1 Definition and Conceptualization

Job performance can be defined as a multidimensional construct that represents the scalable actions, behaviours, or outcomes that an employee performs or generates that are related to or contribute to organizational goals (Viswesvaran & Ones, 2000). The construct of job performance has undergone a tremendous change in the last three decades. Earlier, the construct of job performance was defined as the ability to execute tasks effectively. However, with the

advent of time, the construct of job performance has become more comprehensive by incorporating various aspects of job performance.

The most dominant contemporary model of job performance recognizes three primary dimensions of job performance (Koopmans et al., 2014; Rotundo & Sackett, 2002):

Task performance represents the ability of an employee to execute the technical activities of the organization that are officially accepted as part of the job. These activities include the ability of an employee to complete the tasks delegated to them on time, to attain quality standards, or to maintain productivity levels (Borman & Motowidlo, 1997). Recently, the construct of task performance has been refined by Carpini, Parker, and Griffin (2017) to incorporate proactive and adaptive aspects of task performance.

Contextual performance includes those behaviours that help create organizational, social, and psychological contexts in which work occurs. It includes organizational citizenship behaviour like helping others, volunteering extra work, loyalty, and building a positive work context (Borman & Motowidlo, 1997). Recent studies by Miao et al. (2017) have focused on the impact of emotional intelligence in promoting contextual performance, while studies by Koopman et al. (2016) have focused on within-person dynamics in citizenship behaviour over work days.

Counterproductive work behaviour includes those acts that are intended to harm the organization and its members. It includes acts of absenteeism, lateness, theft, sabotaging, withdrawal, and cyberloafing (Sackett et al., 2006). With respect to social media, cyberloafing, or using internet and social media for non-work-related activities during work hours, has emerged as a prominent counterproductive work behaviour (Koay et al., 2017; Lim, 2002).

2.3.2 Contemporary Perspectives on Job Performance

Recent research has also broadened the construct of job performance to include aspects that are relevant to the information technology era.

Adaptive performance is defined as the ability of an employee to adapt to changing work situations, learn new technologies, deal with emergencies, and adapt to uncertain situations (Pulakos et al., 2000). Charbonnier-Voirin and Roussel (2012) also developed a measure for adaptive performance and found that it was a unique factor of job performance that was predicted by personality, self-efficacy, and environmental turbulence. Adaptive performance is relevant to social media usage by employees since they need to continually adapt to the changing technology.

Digital performance is an emerging concept that refers to the effectiveness of employees' performance with regard to the use of digital tools and platforms to execute work tasks, share knowledge, and interact with co-workers (Carnevale & Hatak, 2020). This performance has been emphasized over the recent past as organizations increasingly adopt digital technologies to execute their business processes. Sousa & Rocha (2019) argued that digital competence, which refers to the ability to use digital tools effectively, has been an increasingly important factor that determines overall job performance.

On the other hand**, creative performance** refers to the ability of an employee to produce and execute creative ideas (Amabile, 1988). Social media has been noted as a potential driver of creative performance as employees can be exposed to different perspectives and can recombine existing knowledge with the aid of social media (Zhang, Huiqin & Wang, Meng & Chen, Anhang, 2023), (Perry-Smith & Mannucci, 2017).

2.3.3 Determinants of Job Performance

Research literature shows that different elements exist which affect how well people perform their jobs. The factors which impact these elements fall into four main groups, which include personal elements, work-related elements, company-related elements, and technology-related elements.

The research by Barrick and Mount and Judge in 2001 and Judge and Thoresen and Bono and Patton in 2001 identifies individual factors which consist of cognitive ability and personality traits that focus on conscientiousness and emotional stability and motivation and self-efficacy and emotional intelligence. The research work by Hafenbrack and Kinias and Barsade in 2014 shows that employees achieve their best results through self-regulation and mindfulness practices when working in digital environments.

The job-related factors consist of job design features which include employee independence and work importance and diverse capabilities and performance evaluation mechanisms (Hackman & Oldham, 1976). The meta-analysis by Humphrey and Nahrgang and Morgeson (2007) established that these characteristics strongly influence job performance and employee satisfaction and their motivation levels. The work design framework received an update from Parker and Morgeson and Johns in 2017 when they presented a new method. This incorporates social and knowledge and technological requirements of present-day work environments.

The organizational elements which shape employee behaviour consist of leadership abilities and company values and staff management systems and institutional backing (Eisenberger,

Huntington, Hutchison, & Sowa, 1986; Schein, 2010). The research study by Kurtessis and colleagues in 2017 used meta-analysis to prove that employees who felt supported by their organization showed better work performance and stayed committed to their company and had lower chances of leaving their job

People have shown growing interest in **technological factors** because digital tools now function as essential elements which support their work activities. The authors Tarafdar, Tu, Ragu-Nathan, and Ragu-Nathan (2007) introduced techno stress because of technology usage which they showed leads to deteriorating work performance and reduced employee satisfaction. Borle, Reichel, Niebuhr, and Voelter-Mahlknecht (2021) conducted research which showed that digital tool quality and usability factors determined how employees performed and experienced well-being during their remote work activities.

2.3.4 Measuring Job Performance

Research into job performance measurement methods has reached an advanced stage of development through extensive methodological investigations. The Individual Work Performance Questionnaire (IWPQ) developed by Koopmans et al. (2014) serves as a complete assessment tool which evaluates work performance through three dimensions: task execution and contextual workplace activities and negative work-related behaviour. The instrument has become a standard tool for research after its initial introduction because it shows reliable measurement results when scientists study different groups of people from various cultural backgrounds (Koopmans, Bernaards, Hildebrandt, de Vet, & van der Beek, 2014).

The current research environment supports performance evaluation systems which merge employee self-assessments with supervisor feedback and colleague evaluations and actual work results according to Carpini and colleagues who published their work in 2017. Research into social media performance now includes digital trace data which consists of platform usage logs and communication patterns and network statistics as additional evaluation tools (Huang, Singh, & Ghose, 2015).

2.4 Teamwork

2.4.1 Definition and Conceptualization

Team members develop teamwork through their combined mental processes and physical activities and emotional responses which enable them to work together as a team for successful goal achievement (Salas, Sims, & Burke, 2005). Team members complete their shared

work through their interpersonal interactions which bring together their different abilities and their mutual dedication to their common objectives.

The "Big Five" model of teamwork which Salas et al. (2005) developed as a major contribution includes five essential elements: team leadership which involves directing and coordinating team activities and mutual performance monitoring which requires members to observe their teammates for achieving quality standards and backup behaviour which involves team members supporting those who need help and adaptability which means teams must change their approaches and actions when situations become different and team orientation which demands teams focus on their shared objectives instead of personal ambitions. The system operates through three fundamental elements which include shared mental models and closed-loop communication and mutual trust.

Mathieu, Gallagher, Domingo, and Klock (2019) developed a new framework which separates teamwork processes from emergent states through their identification of transition processes and action processes and interpersonal processes. The framework shows that teams develop through time because they face obstacles which force them to change their communication methods.

The framework shows that teams develop through time because they face obstacles which force them to change their communication methods.

2.4.2 Teamwork in the Digital Age

Digital technologies have created a complete transformation of teamwork through their implementation of social media platforms and collaboration systems which unite people. Virtual and hybrid teams operate through technology-based communication because their members work from different locations which makes them common in today's business environment (Gilson, Maynard, Jones Young, Vartiainen, & Hakonen, 2015). The transition between these two methods generated new opportunities for team members but it also created difficulties which affected their ability to work together effectively.

Opportunities: Teams can work together through digital platforms which remove time zone restrictions and physical space requirements while providing access to various professional backgrounds and viewpoints. Team members can stay connected through their asynchronous communication system which enables them to preserve their knowledge for upcoming usage. The research by Schaubroeck and Yu (2017) demonstrated that technology-based communication systems enabled teams to work better together through their ability to reduce

power differences which made team members feel more equal. The research by Morrison-Smith and Ruiz (2020) showed that virtual collaboration tools which received proper design elements helped teams to improve their coordination and knowledge sharing activities.

Challenges. Technology-based teamwork creates multiple obstacles because people lose their social contact which makes it difficult to develop trust according to Jarvenpaa and Leidner (1999). People struggle to understand the meaning of words in text messages because they cannot detect tone and intent according to Byron (2008). Organizations encounter problems with their operations because their distributed teams must handle different time zones and asynchronous communication systems according to Hinds and Mortensen (2005). People experience technology fatigue and "Zoom burnout" because they need to spend too much time on virtual meetings which causes their exhaustion according to Bailenson (2021). Research from Riedl and Woolley (2020) shows that digital tools improve team information processing, but they create additional costs for team coordination which might cancel out the advantages they provide.

2.4.3 Social Media and Teamwork

The existing research about social media usage and teamwork quality has expanded into a specific area of study. The research shows that Enterprise social media platforms help teams work together through different operational methods.

The system operates with **better coordination**. Teams can coordinate their work through social media tools which offer shared workspaces and task management systems and real-time update capabilities. Leonardi (2015) showed that teams achieved better coordination through enterprise social media because members could observe each other's work activities which led them to make pre-emptive changes and prevented redundant work. The study by Alawamleh, Hamzeh & Murthy, D. (2022) showed that social media platforms helped teams work better together through their project-based organizational structure.

Teams need to share their **knowledge with each other**. Social media platforms enable team members to exchange work-related information which helps them complete their tasks. Majchrzak, Faraj, Kane, and Azad (2013) showed that social media platforms both helped and restricted knowledge sharing activities within online communities because of their platform design and user behaviour systems. Qi and Chau (2018) proved that enterprise social media usage led to better team knowledge sharing practices because organizations which allowed open communication about information showed the strongest effects.

Social bonding and trust. Social media platforms enable team members to establish informal digital relationships which create stronger bonds that lead to improved teamwork performance. Research by Gibbs and Rozaidi and Eisenberg (2013) shows that social media platforms help teams which span different locations to build common identity and develop relational trust between their members.

Collective intelligence. Social media platforms enable teams to make better decisions through their ability to gather different points of view which teams can combine for effective problem-solving. The research conducted by Woolley and Aggarwal and Malone (2015) showed that technology-based teamwork systems improved group intelligence through their ability to process data systematically and provide fair access to information for all team members. Riedl and Woolley (2020) showed that team members who demonstrated social sensitivity and effective communication skills in their virtual work environment achieved better collective intelligence results.

Social media platforms create positive teamwork effects, but these impacts do not affect every team in the same way. The research conducted by Cao and Guo and Vogel and Zhang (2016) showed that social media activities improved team communication and teamwork but users who spent too much time online experienced social loafing which decreased their personal responsibility. The research by Choi and Cho (2019) showed that established teams which adopted new social media tools experienced initial disruptions in their communication patterns which decreased their team performance until the benefits of these tools became visible

2.4.4 Teamwork and Job Performance

The organizational literature contains proof that effective teamwork directly improves job performance results according to established research. The meta-analysis by LePine, Piccolo, Jackson, Mathieu, and Saul (2008) included 138 studies which demonstrated that teamwork processes (transition and action and interpersonal processes) showed strong positive links with team performance results. The research showed that action processes which include coordination and monitoring and interpersonal processes that involve conflict management and motivation building produced the most powerful effects.

Employees who work within effective teams show better task performance and produce more contextual work while minimizing their counterproductive actions. Research by Chen, Kirkman, Kanfer, Allen, and Rosen (2007) demonstrated that team-based empowerment and coordination activities led to improved individual work results through their effects on

employee motivation and their belief in their abilities. Research by Hu and Liden (2015) showed that team-based social capital created better work results for employees because it allowed them to find resources and backing from their team members.

Recent studies have shown that digital work environments maintain their connection to this relationship. The research by Liao (2017) showed that virtual teamwork quality directly affected the work results of both individual employees and their teams which operated in technology-based organizations. The meta-analysis by Costa, Fulmer, and Anderson (2018) proved that team trust which forms the basis for successful teamwork produces positive results which organizations can achieve through different business environments.

2.5 Internal Communication

2.5.1 Definition and Conceptualization

Internal communication is the strategic management of information, ideas, and meanings to achieve organizational goals through productive interpersonal relationships among organizational members (Welch & Jackson, 2007). Internal communication involves all the modes of communication that occur within the boundaries of the organization. It includes formal modes of communication, such as official memos, reports, meetings, and newsletters, as well as informal modes of communication, such as casual conversations, social interactions, gossip, email, intranet, social media, instant messaging, and other digital modes of communication.

Ruck & Welch (2012) proposed six important dimensions of effective internal communication. They are strategic direction, management communication, co-worker communication, participation in decision-making, communication climate, and feedback. Effective internal communication is the combination of these dimensions.

Recently, Men, O'Neil, & Ewing (2020) suggested a new framework for effective internal communication. They took into consideration the use of digital technology and social media for internal communication. They suggested that the use of transparent communication, which is marked by high information disclosure, accountability, and employee participation, is the most important factor for creating trust, engagement, and organizational identification among employees.

2.5.2 Internal Communication in the Digital Era

The digital transformation of the workplace has created a complete revolution which now governs how organizations handle their internal communication systems. Digital technology

has brought about new communication methods which organizations now use to replace their traditional top-down information dissemination systems (Men & Bowen, 2017).

Organizations now operate in **multiple communication channels** which they use to interact with their target audience. Organizations today operate through multiple communication channels which include direct meetings, electronic mail, telephone conversations, video calls, instant messaging, intranet access, social media platforms, and mobile software applications. The research by Verčič and Špoljarić (2020) showed that organizations faced two sets of results from their expanding communication networks which brought better access to information. It also created problems with broken communication paths and too many information sources.

The system enables users to communicate through both immediate interactions and delayed message exchanges. People can use digital tools to talk with each other through instant chat and video calls, but they also have the option to send messages which receivers can check at any time they want.

Employee-generated content. Social media platforms allow employees to produce and distribute content which transforms them from receiving organizational information to actively participating in the communication system. Luc Manh (2023) showed that organizations which supported employee expression through social media platforms achieved better satisfaction levels regarding their internal communication systems.

2.5.3 Social Media and Internal Communication

Researchers have conducted extensive studies during the past few years to understand how people use social media and their internal communication practices. Social media platforms offer various features which help businesses improve their internal communication effectiveness.

Visibility and transparency. Social media platforms enable organizational communication to become fully transparent because staff members can now view messages which used to stay between certain people or departments. Leonardi and Vaast (2017) showed that people could now observe more things at work which helped the company become more open while staff members gained better understanding of all organizational operations and important tasks and specialized knowledge. Social media platforms provide transparent communication which Luc Manh (2023) identified as a factor that leads to better employee trust levels and higher engagement rates.

Horizontal and cross-boundary communication. Social media enables people to communicate across different organizational levels and departments which breaks down the traditional barriers that block information flow in big companies. The research of Huang and colleagues (2015) showed that social media platforms used by businesses helped their technology company communication between different departments to grow by 31%. Chen, Q (2021) proved through his research that social media platforms helped people from various communities to connect which led to better knowledge sharing and collaborative innovation.

Speed and reach. Social media platforms allow users to spread information quickly to big groups of people which makes them useful for urgent messages including emergency announcements and organizational news and policy updates. The research by Ewing and his team (2019) showed that social media platforms helped organizations spread their internal messages faster while reaching more people across their dispersed organizational units.

Social media platforms now function as interactive two-way communication systems which allow employees to participate actively in discussions while they exchange information with their colleagues. Men (2014) discovered that organizational social media platforms enabled management to maintain equal communication levels with staff members which resulted in better organizational transparency perceptions and employee trust development. The study by Naeem and Ozuem (2021) proved that social media platforms which allowed users to interact with each other created positive effects on employee perception of being heard which led to better employee engagement.

Social media platforms create problems which affect how organizations communicate their internal messages. Stohl, Stohl, and Leonardi (2016) highlighted the paradox of transparency—while social media makes more information visible, it can also create information overload and make it difficult for employees to identify relevant information amid the noise. Research by Yu and Lingling (2018) showed that people who used social media excessively experienced communication fatigue which resulted in their decreased interest in vital workplace communications.

2.5.4 Internal Communication and Job Performance

The positive relationship between effective internal communication and job performance is well documented in the literature. The relationship exists because multiple systems operate to establish this connection between them.

Role clarity. Employees achieve better task execution through focused work when internal communication becomes effective because they receive clear information about their job duties and their expected results and their specific tasks and their performance targets. The research by Tkalac Verčič and Pološki Vokić (2017) established that employees who felt satisfied with internal communication methods showed better work performance because they received clear instructions about their responsibilities.

Organizational identification. Organizations which share complete and valuable information about their values and goals and achievements will create better employee connections which drives staff to achieve better work results. The research conducted by Smidts and Pruyn and van Riel (2001) showed that staff members' views about communication environments in their workplace predicted their level of organizational identification. The study by Karanges and Johnston and Beatson and Lings (2015) established that internal communication methods produced better organizational identification which led to higher employee engagement that produced superior organizational performance results.

Employee engagement. Organizations build employee engagement through their internal communication systems which enable workers to get involved and receive useful feedback and make decisions about organizational choices. Luc Manh (2023) showed that digital platforms which businesses use for internal communication help employees understand their work better which leads to higher employee satisfaction and better retention rates. Men et al. (2020) demonstrated that the quality of internal communication was among the strongest organizational predictors of employee engagement.

Knowledge access. Organizations need to deliver essential work-related information through their internal communication systems because they distribute operational knowledge and proven methods which help workers achieve better performance results.

2.6 Relationships Among Key Constructs

2.6.1 Social Media Usage and Job Performance

Multiple academic studies have investigated how social media activities affect workplace success but their findings create a complex pattern of contradictory results.

Positive Effects: Multiple studies have proven that social media activities produce beneficial effects which enhance employee work output. The research by Moqbel, Nevo, and Kock (2013) showed that people who used social networking sites at work experienced better job performance through their increased job satisfaction. The research conducted by Ali-Hassan.

(2015) showed that social media users who applied their social and cognitive abilities to their work tasks achieved better job performance through their ability to build social capital. The study conducted by Cao (2016) demonstrated that employees who used enterprise social media tools to share information with their colleagues achieved better work results through improved social interactions. The study conducted by Liu, Yi & Bakici, Tuba. (2019) demonstrated that employees who used social media for their work activities achieved better task performance and creative work output.

Negative effects. Other studies have discovered negative outcomes which affect people who use social media for non-work purposes. The research conducted by Koay and his team in 2017 revealed that employees who used social media for non-work purposes experienced lower job performance because they spent time on cyberloafing activities. Brooks (2015) showed that using social media for personal reasons during work time led to decreased work performance and created negative effects on employee health. Salo, Markus (2018). discovered that social media-induced technostress created negative effects which damaged both employee work performance and their general health status.

Mixed and conditional effects. Multiple research studies have shown that social media activities produce different effects on work performance because of various environmental factors which exist in different settings. Leftheriotis and Giannakos (2014) found that the effect of social media on performance depended on whether the usage was work-related or personal. The research conducted by Moqbel and Kock (2018) showed that positive elements (social capital and job satisfaction) and negative aspects (technology-induced stress) created a complicated overall impact through their mediation of the relationship. Chen, Q (2021) discovered that social media effects on performance became different because of how organizations supported their employees and how much freedom employees had at work and their ability to control themselves.

Since the findings in earlier studies have been found to be contradictory in nature, it means that social media in the workplace should not be regarded as either wholly positive or wholly negative in its impact. Instead, the impact is determined by how the employees make use of social media and how organizations handle digital communication. It is this discrepancy which forms the foundation of the study.

2.6.2 Social Media Usage, Teamwork, and Job Performance

The research community has started to investigate how teamwork functions as an intermediary factor which connects social media activities to their effects on organizational results. Social media platforms enable better teamwork which creates better results for people working individually and for groups of people.

Research by Leonardi (2015) demonstrated that enterprise social media platforms allowed teams to communicate better which resulted in improved project results. Alawamleh, Hamzeh & Murthy, D. (2022) showed that social media-based teamwork functions as an intermediary factor which connects technology adoption to organizational performance in Pakistan banking industry. Qi and Chau (2018) showed that enterprise social media platforms enabled knowledge sharing which helped teams learn better and achieve better results.

The research shows that the mediating effect does not apply to all situations. Research by Choi and Cho (2019) showed that teamwork mediation produces different results when social media platforms operate with teams which consist of different numbers of members. Riedl and Woolley (2020) showed that the success of social media usage for team performance improvement depends on both the amount and quality of technology-based social interactions.

2.6.3 Social Media Usage, Internal Communication, and Job Performance

Recent studies have shown that internal communication serves as an intermediary factor which unites social media activities with their resulting organizational performance outcomes. The theoretical argument is that social media improves the quality and effectiveness of organizational communication, which enables better-informed and more motivated employees who perform at higher levels.

The research by Men (2014) demonstrated that companies could use social media to develop better two-way communication systems which led to increased employee engagement and improved job performance. The research by Ewing and his team (2019) showed that social media platforms help organizations achieve better internal communication quality and wider communication reach which results in employees understanding organizational goals better and showing increased dedication to goal achievement. Luc Manh (2023) showed that organizations which used social media to share information with their employees achieved better employee engagement and improved work results.

Tkalac Verčič and Pološki Vokić (2017) found that internal communication satisfaction enhanced by digital communication tools including social media—was a significant predictor

of employee engagement and performance. Their findings suggest that the communication-mediation pathway may be particularly strong in organizations such as Safaricom Ethiopia that actively manage, use and optimize their internal communication practices.

2.6.4 Interrelationship Between Teamwork and Internal Communication

Teamwork and internal communication exist as two basic concepts which naturally connect with each other. Teams need communication to succeed because it serves as a base. This leads to successful teamwork. Teams which operate successfully develop superior communication methods according to Salas et al. (2005), and Marks, Mathieu, and Zaccaro (2001).

Marlow, Lacerenza, Paoletti, Burke, and Salas (2018) performed a meta-analysis which showed that teams achieve better results through quality communication instead of frequent communication. The research showed that team emergent states including trust and cohesion served as mediators between the two variables. The research by Marlow, Lacerenza, and Salas (2017) proved that communication training programs which enhanced communication quality also led to better teamwork processes and improved team results.

Social media platforms create a special link between how groups work together and their communication methods, which they use in their social media activities. Social media platforms function as dual-purpose tools which enable teams to work together while organizations maintain their communication systems. Any progress made in one area will affect the other. Leonardi and Vaast (2017) established that social media platforms provide users with four essential features, which include visibility, persistence, editability, and association that improve communication systems at both team and organizational levels, which generate combined effects that strengthen performance results.

In general, the available literature clearly shows that social media at work has both positive and negative organizational outcomes. While many studies have found that the use of social media has positive effect on communication, collaboration, knowledge sharing, and employee performance, there are other studies which highlight the negative impacts of using social media because of cyberloafing, distraction, information overload, and technostress. It is evident from the above discussion that the effect of social media at work is highly situational and affected by organizational processes that make-or-break employee performance.

2.7 Theoretical Background

2.7.1 Uses and Gratifications Theory (U&G)

This theory postulates that individuals actively seek and use media to fulfill their needs and desires (Katz, Blumler, & Gurevitch, 1973). In the organizational setting, Moqbel and Kock (2018) used Uses and Gratifications theory to demonstrate how employees used social media to fulfill informational, social, and hedonic gratification needs that had differential implications for job outcomes. Recently, Liu and Bakici (2019) used Uses and Gratifications theory to demonstrate how different types of gratification obtained from social media technology had differential implications for employee performance and well-being. This theory is relevant to this study as it explains the motivations behind social media use (cognitive, social, and hedonic) and how these distinct uses lead to different performance outcomes.

2.7.2 Job Demands-Resources (JD-R) Model

The Job Demands–Resources (JD-R) model is a theoretical framework that categorizes all job characteristics into two distinct groups: job demands, which require sustained effort and energy, and job resources, which assist in achieving goals and reducing demands. According to the model, these categories initiate separate psychological processes: the health impairment process, where high demands lead to exhaustion, and the motivational process, where ample resources foster work engagement and higher performance (Bakker & Demerouti, 2017). In the context of this study, social media is viewed as a dual factor: it acts as a job resource due to its ability to facilitate communication and knowledge sharing, but also as a job demand due to distraction and information overload (Ahmad & Ahmad, 2022). This dual-process approach makes the JD-R model particularly suitable for examining digital tools like social media, as it allows researchers to simultaneously analyze the technology's potential to exhaust users through distraction and to empower them through enhanced connectivity. This model provides a strong framework for understanding the positive and negative impacts of social media on job performance.

2.7.3 Social Capital Theory

Social Capital Theory focuses on the importance of social relationships as a source of capital to be used for effective purposes (Nahapiet & Ghoshal, 1998). Ali-Hassan et al. (2015) showed that the social and cognitive aspects of social media usage were drivers of the creation of bridging social capital and bonding social capital, which resulted in effective job performance. Recently, Sun, Yuan, Ding, and Zhang (2020) showed that the usage of enterprise social media

enabled the creation of structural, relational, and cognitive social capital for effective innovation. This theory supports the argument that social media facilitates teamwork and internal communication by building relational resources

2.7.4 Technology Affordance Theory

This theory focuses on the potential actions that social media technologies offer to their users within a given organizational setting (Majchrzak & Markus, 2012). Treem and Leonardi (2013) identified four major social media technology affordances: visibility, persistence, editability, and association. Recently, Rice, Evans, Pearce, Sivunen, Vitak, and Treem (2017) expanded technology affordance theory to include searchability, scalability, and recombinability as social media technology affordances. Affordance theory was used by Ellison, Gibbs, and Weber (2015) to demonstrate how social media technology was used to facilitate knowledge sharing among different organizational units. This theory explains how social media technically enables better internal communication (through visibility) and teamwork (through association and persistence).

2.7.5 Social Exchange Theory

Social Exchange Theory posits that social behavior is the result of an exchange process where individuals seek to maximize benefits and minimize costs (Blau, 1964). In an organizational context, when an organization provides resources such as effective internal communication, employees feel obligated to reciprocate through positive behaviors like teamwork and higher performance (Cropanzano & Mitchell, 2005). This theory is relevant to this study as it explains the mechanisms between the mediators and the dependent variable. Specifically, it justifies why improvements in Internal Communication (a resource provided by the organization or enabled by social media) lead to better Teamwork and Job Performance (reciprocal employee behaviours).

In total, the five theories help explain the proposed conceptual framework. Uses and Gratifications Theory accounts for employees' motives to use workplace social media. Technology Affordance Theory accounts for how social media sites provide affordances for visibility, communication, and collaboration at the organizational level. Social Capital Theory accounts for the creation of social ties and trust resulting from these activities. According to Social Exchange Theory, employees repay supportive organizational communication through positive behaviors in the form of better work performance. Finally, the Job Demands–Resources Model accounts for how workplace social media can act both as a job resource,

providing better communication and collaboration, and as a job demand, leading to information overload and technostress.

2.8 Empirical Literature Review and Hypothesis Development

Though various past research on workplace social media use have found either positive or negative consequences, this research has chosen positive relationships in its research hypothesis, as this research concept is mainly based on the use of social media by employees at the workplace, instead of excessive use for personal purposes. According to the Uses and Gratifications theory, Social Capital theory, and the Job Demands–Resources Model, workplace social media is supposed to serve as a productive organizational resource.

2.8.1 Direct Effect

2.8.1.1. Cognitive Use of Social Media and Organizational Outcomes

Cognitive use of social media refers to utilizing these platforms for content creation, sharing, and accessing information (Bonds-Raacke, 2008; König, 2014). Unlike passive media consumption, cognitive use is goal-oriented and directly linked to knowledge management within the firm. In the context of organizational processes, cognitive use supports the efficiency of information flow. Kumar et al. (2024) argue that social media enhances internal communication by offering quicker dissemination channels compared to traditional hierarchies. When employees use social media for knowledge-oriented tasks, they facilitate the exchange of ideas and clarification of doubts, thereby improving the quality of internal communication. Hence, this study proposes the following hypothesis:

H1. Cognitive use of social media is positively associated with Internal Communication.

Furthermore, cognitive use allows workers to address work-related issues much faster than through formal communication chains (Leonardi, 2015). This active information sharing fosters collaborative problem-solving within teams by enabling the transfer of tacit knowledge and best practices. By allowing members to share documents and expertise seamlessly, cognitive use ensures that team members are aligned and can coordinate their efforts effectively. Hence, this study proposes the following hypothesis:

H2. Cognitive use of social media is positively associated with Teamwork.

Regarding job performance, empirical studies consistently suggest that when employees use social media for informational purposes, it significantly enhances organizational outcomes or Job Performance. For instance, Chawinga (2017) found that instructors who used social media

to distribute assignments and collaborate on learning activities saw improved instructional quality. Cognitive use supports the efficiency of information flow, directly contributing to overall work efficiency. Hence, this study proposes the following hypothesis:

H3. Cognitive use of social media is positively associated with Job Performance.

2.8.1.2 Hedonic Use of Social Media and Organizational Outcomes

Hedonic use involves using social media for entertainment, relaxation, and passing time (Smit, 2011; Heim, 2009). While traditionally viewed as a distraction, contemporary literature grounded in the JD-R framework suggests it can serve as a vital "job resource." Regarding internal communication, hedonic use can foster informal networks that bridge formal structural holes. Kumar et al. (2024) highlight that social media used for enjoyment can create a more open and transparent communication climate, allowing for authentic interactions that formal channels often lack. Hence, this study proposes the following hypothesis:

H4. Hedonic use of social media is positively associated with Internal Communication.

In terms of teamwork, social interactions on digital platforms help build relational trust and social capital among team members. Gibbs et al. (2013) emphasize that these informal exchanges are essential for effective collaboration, as they strengthen the social fabric of the team. By facilitating social bonding, hedonic use supports the relational prerequisites for effective cooperation. Hence, this study proposes the following hypothesis:

H5. Hedonic use of social media is positively associated with Teamwork.

Regarding job performance, the "recovery" aspect of hedonic use is critical. Kumar et al. (2024) highlight that while excessive hedonic use can lead to distraction, moderate use for enjoyment can prevent burnout and maintain the energy levels required for sustained performance. This aligns with the Job Demands-Resources model, where hedonic use acts as a recovery mechanism that replenishes mental resources. Hence, this study proposes the following hypothesis:

H6. Hedonic use of social media is positively associated with Job Performance.

2.8.1.3 Social Use of Social Media and Organizational Outcomes

Social use refers to using social media to build and maintain connections with others (Khan, 2016). This dimension is strongly linked to Social Capital Theory, which posits that social networks have value. Social use enhances internal communication by breaking down

hierarchical barriers and encouraging two-way dialogue. Men (2014) demonstrated that social media enables symmetrical communication systems, leading to increased employee engagement and open dialogue. Hence, this study proposes the following hypothesis:

H7. Social use of social media is positively associated with Internal Communication.

Furthermore, social use facilitates the maintenance of relationships with colleagues, which is a prerequisite for effective teamwork. Kumar et al. (2024) note that by strengthening relational ties, social use ensures that team members are more willing to cooperate and coordinate their actions. This connection between social ties and coordination is essential for team effectiveness. Hence, this study proposes the following hypothesis:

H8. Social use of social media is positively associated with Teamwork.

Finally, social use expands professional networks, providing employees with access to resources and support. Ali-Hassan et al. (2015) found that social use fosters social capital by enabling user socialization, which is a direct predictor of improved job performance. By strengthening relational ties, social use facilitates the support structures necessary for high performance. Hence, this study proposes the following hypothesis:

H9. Social use of social media is positively associated with Job Performance.

2.8.1.4 Effects of Internal Communication and Teamwork

Internal communication is a critical mechanism for organizational functioning. Sari, Indrajaya, and Nurminingsih (2023) highlighted the positive influence of internal communication on teamwork, suggesting that the clear communication of goals fosters a common purpose and motivates collaboration. Effective communication ensures that team members have the information required to work together. Hence, this study proposes the following hypothesis:

H10. Internal Communication is positively associated with Teamwork.

Furthermore, Hargie (1996) noted that internal communication is a key component of effective job performance, affecting how workers support organizational objectives. Meng and Berger (2021) emphasized that internal communication educates employees about company objectives, fostering a sense of purpose that improves performance. Hence, this study proposes the following hypothesis:

H11. Internal Communication is positively associated with Job Performance.

Similarly, teamwork is a vital process where team members coordinate their actions to achieve shared goals. Research by Kumar et al. (2024) indicates that when team members collaborate effectively, they promote knowledge transfer and become more productive. This collaboration directly drives performance outcomes. Hence, this study proposes the following hypothesis:

H12. Teamwork is positively associated with Job Performance.

2.8.2. Indirect / Mediation Effects

Recent studies suggest that the relationship between social media use and performance is not merely direct but operates through mediating mechanisms. This supports the "Process Model" view where social media acts as the enabler (input), improving internal processes (mediators), which in turn enhances the output (performance). Previous researches revealed some of the mediating variables such as organizational commitment, employee engagement, organizational culture, leadership and knowledge sharing; however, this study chose internal communication and teamwork for being the core organizational activities by which social media is used for collaboration and communication in workplaces. First, social media makes communication more effective among employees and later on, it boosts teamwork. Consequently, this will influence better job performance. In addition, there is no prior research carried out in Ethiopia on both these two mediators together.

2.8.2.1 Internal Communication as a Mediator.

Internal communication serves as a primary pathway for this influence. Men (2014) demonstrated that social media enables two-way communication systems which lead to increased employee engagement and performance. Similarly, Ewing et al. (2019) showed that social media platforms help achieve better internal communication reach, resulting in employees being better informed and more dedicated to goals. Kumar et al. (2024) further supported this by showing that organizations using social media to share information achieved better work results through improved engagement. This implies that social media usage boosts internal communication, which subsequently boosts job performance. Hence, this study proposes the following hypotheses:

H13. Internal Communication mediates the relationship between Cognitive use of social media and Job Performance.

H15. Internal Communication mediates the relationship between Hedonic use of social media and Job Performance.

H17. Internal Communication mediates the relationship between social use of social media and Job Performance.

The literature also supports teamwork as a critical pathway. Leonardi (2015) showed that enterprise social media allows teams to communicate better, resulting in improved project results. The study by Alawamleh et al. (2022) specifically indicated that social media-based teamwork functions as an intermediary factor connecting technology adoption to organizational performance. Furthermore, Riedl and Woolley (2020) indicated that the success of social media usage for performance improvement depends on the quality of technology-based social interactions within the team. Hence, this study proposes the following hypotheses:

H14. Teamwork mediates the relationship between Cognitive use of social media and Job Performance.

H16. Teamwork mediates the relationship between Hedonic use of social media and Job Performance.

H18. Teamwork mediates the relationship between social use of social media and Job Performance.

Table 1: Summary of Hypotheses, Theoretical Basis and Supporting Studies

Hypothesis	Relationship	Theoretical Basis	Key Supporting Studies
H1	Cognitive Use→ Internal Communication	Uses & Gratifications (U&G)	Kumar et al. (2024); Leonardi (2015)
H2	Cognitive Use →Teamwork	Technology Affordance	Leonardi (2015); Kumar et al. (2024)
H3	Cognitive Use →Job Performance	Uses & Gratifications (U&G)	Chawinga (2017); Kumar et al. (2024)
H4	Hedonic Use →Internal Communication	Job Demands-Resources (JD-R)	Kumar et al. (2024)
H5	Hedonic Use →Teamwork	Social Capital Theory	Gibbs et al. (2013)
H6	Hedonic Use →Job Performance	Job Demands-Resources (JD-R)	Kumar et al. (2024)
H7	Social Use →Internal Communication	Social Capital Theory	Men (2014)
H8	Social Use →Teamwork	Social Capital Theory	Kumar et al. (2024)
H9	Social Use →Job Performance	Social Capital Theory	Ali-Hassan et al. (2015)
H10	Internal Communication →Teamwork	Social Exchange Theory	Sari et al. (2023)
H11	Internal Communication →Job Performance	Social Exchange Theory	Hargie (1996); Meng & Berger (2021)
H12	Teamwork →Job Performance	Social Exchange Theory	Kumar et al. (2024)
H13	Cognitive Use →Int. Comm→ Job Performance	JD-R / Process Model	Men (2014); Ewing et al. (2019)

Hypothesis	Relationship	Theoretical Basis	Key Supporting Studies
H14	Cognitive Use →Teamwork→ Job Performance	JD-R / Process Model	Leonardi (2015); Alawamleh et al. (2022)
H15	Hedonic Use →Int. Comm →Job Performance	JD-R / Process Model	Men (2014); Kumar et al. (2024)
H16	Hedonic Use →Teamwork →Job Performance	JD-R / Process Model	Riedl & Woolley (2020)
H17	Social Use →Int. Comm →Job Performance	JD-R / Process Model	Men (2014); Ewing et al. (2019)
H18	Social Us e→Teamwork →Job Performance	JD-R / Process Model	Alawamleh et al. (2022); Riedl & Woolley (2020)

2.9. Conceptual framework

The conceptual framework for this study is developed based on the theoretical foundations and empirical evidence reviewed in the preceding sections. The model integrates Social Media Use (cognitive, hedonic, and social) as the independent variables, Job Performance as the dependent variable, and Internal Communication and Teamwork as mediating variables. The framework is grounded in the Job Demands-Resources (JD-R) Model and Uses and Gratifications (U&G) Theory and is directly informed by the research model proposed by Kumar et al. (2024).

The original study by Kumar et al. (2024) treated Job Performance as a multidimensional construct consisting of "Innovative Performance" and "Routine Performance." For this study, however, the construct is modified into a single, unidimensional construct: Job Performance. This modification is theoretically justified as this study considers Job Performance holistically, adhering to Campbell's (1990) definition of performance as the totality of an employee's contribution towards organizational objectives. Dividing performance into distinct segments can undermine the dynamic process in which contemporary knowledge workers integrate routine duties with innovation. Methodologically, this approach is supported by Viswesvaran et al. (2005), whose findings reveal a strong general factor underlying job performance, indicating that aggregation ensures concise modelling without sacrificing accuracy. Additionally, this modification aligns with recommendations for model parsimony (Edwards, 2001), reducing the hypothesis count from approximately 29 in the original study to 18 in the current model (12 direct effects and 6 mediation effects). This simplification eliminates potential contradictions and ensures the hypothesis list is perfectly aligned with the statistical tests performed.

Based on this framework, the study proposes that the three dimensions of social media use directly influence Job Performance (H3, H6, H9). Additionally, social media use is proposed

to influence Internal Communication (H1, H4, H7) and Teamwork (H2, H5, H8). The framework further posits that Internal Communication positively influences Teamwork (H10) and Job Performance (H11), while Teamwork positively influences Job Performance (H12). Finally, Internal Communication and Teamwork are proposed to mediate the relationships between the dimensions of social media use and Job Performance (H13–H18). These mediating pathways suggest that the effect of social media use on performance operates not only through direct usage but also through enhanced communicative and collaborative mechanisms. Based on the discussion and the hypotheses above, the conceptual framework proposed for this study is shown in the following figure.

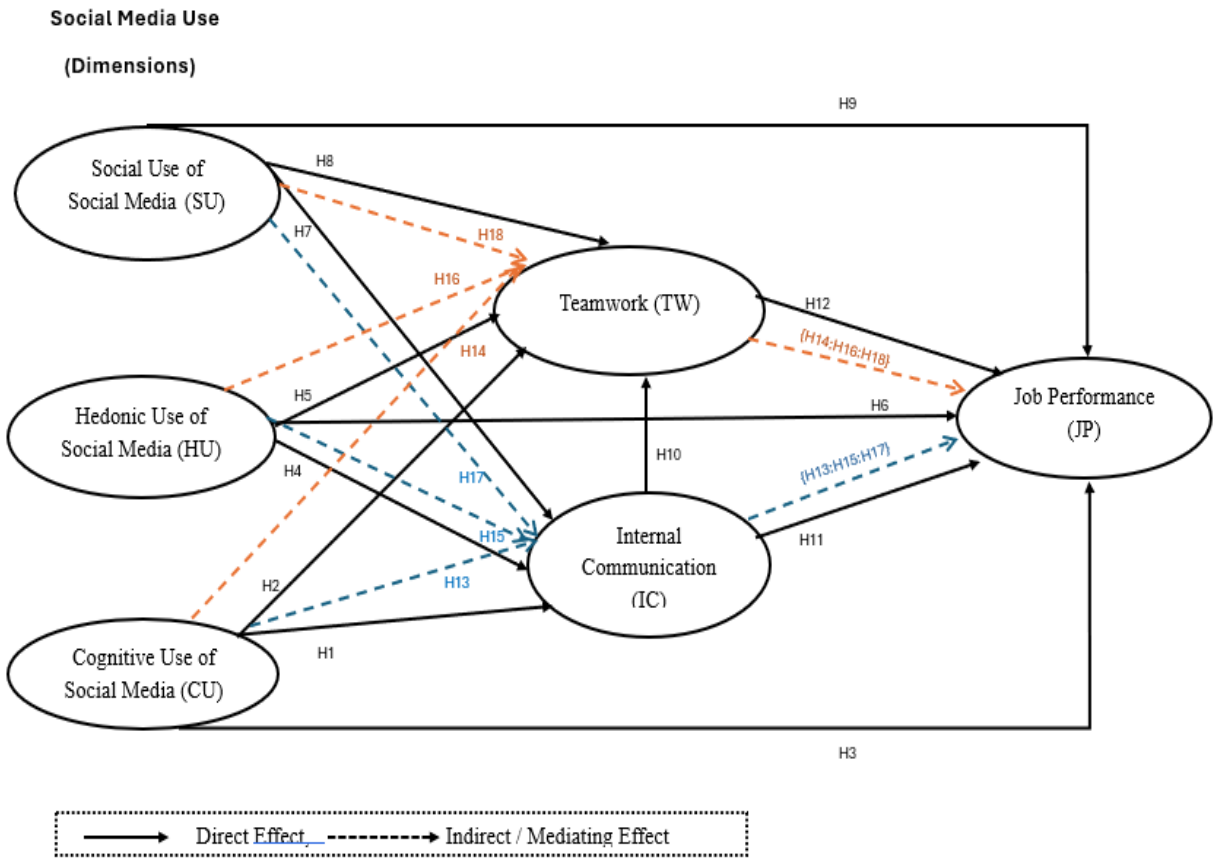

Figure 1: Conceptual framework adapted from Kumar et al. (2024).

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1. Target Population and Sampling Technique

The Target population for this study targeted all employees who worked at Safaricom Telecommunication Ethiopia Plc. The organization records show a total workforce of 889 employees as of January 2026. The research focused on employees who worked at the operational level and who used social media for their job tasks and other purpose for the past 6month at least. The research included line managers and supervisors but excluded senior management (EHOD), Chiefs and and external partners from External Affairs to focus on operational job performance.

Only non-managers were surveyed for the reason that they are the main people who use social media at work in performing their jobs, hence, they can better assess the impact of social media on their internal communication, teamwork, and even their job performance. While it would be helpful to get insights from the managers on how well the employees perform their tasks, it was deemed right to get the perceptions of the employees themselves concerning their workplace social media use.

A stratified random sampling method was utilized in selecting participants for the study. First, all employees of the company were stratified by functional department to ensure an equally proportional representation of the sample from all functional departments (e.g., Technology/Sales/Finance). After this was completed, a simple random sample of employees was selected from each stratum. The motivation behind the use of this sampling method is articulated below:

Proportional Representation ensures that each functional department (e.g., Technology/Sales/Finance) has an equivalent representation in the sample to its size within the population.

Heterogeneity reflects the diversity of roles/functions in the organization, which subsequently allows for a higher level of generalizability about social media use varying levels across job natures.

Precision — Stratified Random Sampling typically yields a smaller standard error of the sampling distribution than simple random sampling; thus, there is a lesser chance of obtaining

an erroneous estimate of the population parameters due to less variability/errors generated by the sampling process.

Table 2: Employee number of sampled department in Safaricom Telecommunication Ethiopia Plc

S.N	Department Name	Number of employees
1	Technology & IT	109
2	Strategic Planning	50
3	Sales & Distribution	126
4	Risk and Compliance	84
5	Legal, Regulatory & Corporate Affairs	94
6	Human Resources	99
7	Finance	71
8	Enterprise Business Unit (EBU)	80
9	Consumer Business Unit (CBU)	176
Total		889

3.2. Research approach and design

This research used a quantitative research method to determine the relationship between variables and to test the hypotheses that were created for this study. Quantitative research designs such as this type of design are appropriate for research studies that try to provide a description of, an explanation of, or prediction of any relationship between the variables' construct being measured (Khalid, et al., 2012). Quantitative research is also appropriate for testing objective theories through statistical analysis of hypothesis and variable relationship (Kandel, 2020).

The research design in this study was descriptive and explanatory serial cross-sectional survey design. Descriptive research design was used to develop a profile of how respondents use social media. Explanatory research was used to investigate cause and effect relationships between the research variables of professional social media usage, teamwork, internal communication, and job performance. The research methodology and study design allowed for the use of Structural Equation Modelling (SEM) to analyse the mediation models (Hair et al., 2019). The use of primary data collection through the survey collected questioners from a sample of 269 employees from Safaricom Telecommunication Ethiopia Plc.

It was found that cross-sectional design was suitable for conducting the study since it allowed gathering data from workers at one particular point in time, in an efficient and effective way. It

is used in organizations extensively and helps to identify relationships among various variables. However, this type of design cannot be used for making any causal statements; it is suitable for testing hypotheses using PLS-SEM.

The minimum sample size for the study was calculated using the Bukhari Sample Size Calculator (Abdul & Bukhari, 2021).

$$s = \frac{Z^2 NP(1-P)}{e^2(N-1) + Z^2 P(1-P)}$$

This method is appropriate for calculating sample size for a finite population where the standard deviation is unknown. The calculation parameters were defined as follows:

Population Size (N): 889

Confidence Level: 95%

Z-Score (z): 1.96

Sample Proportion (p): 0.5

Margin of Error (e): 0.05

The calculation was performed in two steps. First, the initial sample size (n0) was calculated:

$$n_0 = \frac{z^2 \cdot p \cdot (1-p)}{e^2} = \frac{(1.96)^2 \cdot 0.5 \cdot 0.5}{(0.05)^2} = 384.16$$

Second, the finite population correction was applied to determine the final sample size (n):

$$n = \frac{n_0}{1 + \frac{n_0 - 1}{N}} = \frac{384.16}{1 + \frac{383.16}{889}} = \frac{384.16}{1.431} \approx 268.36 \approx 269$$

In selecting a participant from the general company population, The Study used a stratified random sampling procedure; first, stratified the entire company population according to functional departments; secondly, a simple random sampling strategy was employed to select employees from every functional department (Saunders et al., 2019); Finally, the sample proportions were established based on total employee counts across each functional department using the following mathematical proportion calculation:

Table 3: Sample Allocation by Department

DEPARTMENT	TOTAL POPULATION	The Sample proportion	% of Population
Technology & IT	109	33	12%
Strategic Planning	50	17	6%
Sales & Distribution	126	38	14%

DEPARTMENT	TOTAL POPULATION	The Sample proportion	% of Population
Risk and Compliance	84	25	9%
Legal, Regulatory & Corporate Affairs	94	28	11%
Human Resources	99	30	11%
Finance	71	21	8%
Enterprise Business Unit (EBU)	80	24	9%
Consumer Business Unit (CBU)	176	53	20%
Total	**889**	**269**	**100%**

3.3. Data Collection and Estimation Techniques

Data Collection, Procedure & Instruments

The researcher modified existing questionnaires that had been utilized by other researchers doing similar research. The questionnaire consists of two parts. Part one of the new questionnaire contains demographic information about respondents and part two contains questions that measure four of the constructs for this study. Social media use was measured using the Ali-Hassan et al. (2015) 14-item Social Media Use Scale; teamwork was measured using the Jiang and Chen (as cited in Kumar et al., 2024) 4 item Teamwork Scale; internal communication was measured using the Lee, Park, and Lee (as cited in Kumar et al., 2024) 5 item Internal Communication Scale; and job performance was measured using the Janssen and Van Yperen (2004) 9 item Job Performance Scale.

The questionnaires were mainly distributed through digital tools such as Google Forms which were sent to the randomly selected respondents from the target organization. Survey participation was completely voluntary, and the respondents were provided with assurances of data privacy using anonymous survey response methods. Ethical clearance to carry out primary data collection was obtained from Addis Ababa University prior to commencing and written approval was also obtained from management at Safaricom Telecommunication Ethiopia Plc.

Estimation Techniques

The study is utilized PLS-SEM methodology to estimate the relationships between all of the studied variables it provided three main reasons for the use of this methodology, as detailed in the research paper. PLS-SEM is used as it allows for prediction of variance in the Job Performance dependent variable as opposed to providing evidence of theoretical models. Also it provides adequate estimates for sample sizes like that of this study (n=269) providing good, standardized errors and robust estimates regardless of whether normality conditions have been fully satisfied. In addition, this research utilizes a multi-mediation research model which is well

suited for PLS-SEM to process the multi-mediated variables of Teamwork and Internal Communication.

3.4. Measurement Development

To meet the objectives of the study, the researchers created a structured questionnaire that would be used as the major source of data. Each of the constructs' measurement items came from widely accepted and validated scales found throughout existing literature – particularly Kumar et al. (2024). Using previously validated scales helps improve both the reliability and validity of the measured variables; additionally, it ensures they are relevant to the research environment (Creswell & Creswell, 2018)

Also modified minor aspects of language where appropriate to better fit the context of telecommunications in Ethiopia. For example, general corporate references were changed to "Safaricom Telecommunication Ethiopia Plc" to enable respondents to correlate their responses with the organization's current practices, and definitions relative to social media were tied to current tools being employed by Safaricom.

The questionnaire was divided into two main parts:

Section One, Demographic Questions This part of the survey includes questions to gather background information from the participants such as gender, age, level of education, and functional department. This information was utilized to profile the study participants during the description phase.

Section Two, Study Variables: This part includes questions on the measurement of the constructs of the study (Social Media Usage, Teamwork, Internal Communication, and Job Performance). Every question in this section was measured using a five-point Likert scale with 1 indicating "Strongly Disagree" and 5 "Strongly Agree". A five-point Likert Scale is common in organizational behavior studies and is considered appropriate for measuring respondent perception differences in an easy way (Sekaran & Bougie, 2016).

Pilot Testing: A formal pilot study was not conducted for this research. Since this decision was already justified by the fact that the instrument had been recently validated in a similar professional context by Kumar et al(2024). Consequently, the risk of ambiguity was considered low. However, to ensure data quality, the reliability and validity of the scales were rigorously verified during the main data analysis stage using Cronbach's Alpha and Average Variance Extracted (AVE).

Table 4: Measurement Development of the study

Variable	Primary Adapted From	Secondary Utilized In	Number of Items	Justification
Demographic	–	–	6 Items	To collect respondent profile information (e.g., gender, age, department).
Social Media Usage	Ali-Hassan et al. (2015); Chiu et al. (2006); Van den Hooff & Huysman (2009)	Kumar et al. (2024)	14 Items	To measure the three dimensions of usage: Social, Hedonic, and Cognitive.
Teamwork	Jiang & Chen	Kumar et al. (2024)	4 Items	To measure coordination, cooperation, and communication within teams.
Internal Communication	Lee, Park, & Lee	Kumar et al. (2024)	5 Items	To measure the quality of information flow and transparency within the organization.
Job Performance	Janssen & Van Yperen (2004)	Kumar et al. (2024)	9 Items	Measuring the holistic contribution of employees to organizational objectives

3.5 Method of Data Analysis

The analysis of the collected data relied on quantitative methodologies. Coding and cleaning for the raw data were completed prior to running descriptive statistics (frequency, %, mean, standard deviations) for demographic profiling of the participants using Microsoft Excel. For the primary analysis, SmartPLS 4.1.1.8 was used to evaluate the structural model due to the type of data collected and the analytical requirements established by the research.

The rationale for selecting SmartPLS arises from, as stated by Iqbal et al. (2021), that the PLS-SEM is a component-based modelling approach that is an appropriate tool when considering complex causal relationships including mediation, while there are many latent variables involved. PLS-SEM is a methodology that is very appropriate for applied research (Hair et al., 2022). This is because PLS-SEM does not require strict assumptions about the data being normally distributed and can accommodate complex models with multiple factors and indicators. In addition, PLS-SEM provides superior estimation capability over traditional regression methods and is very appropriate for both simple and complex theoretical modelling frameworks. To analyse the data that the researcher had collected, The Study followed a two-step process as described by Hair et al. (2019).

The first step was to assess the measurement model using the following criteria:

1) internal consistency reliability (higher than 0.7) via Composite Reliability and Cronbach's Alpha index; 2) convergent validity (greater than 0.5) via Average Variance Extracted (AVE); 3) discriminant validity (less than 0.85) via the Heterotrait-Monotrait ratio of similarity compared to differences between variables assessed on a similar scale.
2) The second step was to assess the structural model using the following criteria: 1) collinearity (less than 5: VIF); & path coefficients as well as R^2 via the bootstrapping technique with 5000 random draws and indirect effects; and 3) to examine the extent that both Teamwork & Internal Communication act as mediators for indirect positive relationships.

3.6 Data Treatment

The raw data that is collected from Google forms was first reviewed in Microsoft Excel before being analysed further. Since The responses to each question were checked to see if there were any missing answers and to determine whether respondents provided the same answers for every single question they answered. Those that did have many missing values or exhibited obvious evidence of "straight-lining" had their responses removed from the original dataset so that the results could be reliable.

3.7 Common Method Bias (CMB) and Normality

Common Method Variance (CMV) is defined as collecting data from one group of respondents using one measure, which results in an artificial connection among various variables, due to the measurement being done using the same tool (Kock, 2015). CMV is tested by using the collinearity VIF (Variance Inflation Factor) method and this method can be carried out in SmartPLS. According to Kock (2015) a VIF score below 3.3 is indicative that serious CMV does not exist. The VIF scores in this study range from 1.051 to 1.711, therefore indicating that CMV was not an issue in this study.

Data does not have exact requirements for normally distributed data because PLS-PM is used; however, to appraise the data, skewness and kurtosis values were used (Hair et al., 2022). All values reduced the likelihood of data not being normally distributed according to Hair et al. (2022) and therefore the data are appropriate to use for future analysis.

CHAPTER FOUR

4. RESULTS AND DISCUSSION

4.1. Introduction

This segment identifies research results from the responses received during the study and provides an analysis and interpretation of the data. In Chapter Three data was analysed using SmartPLS 4.1.1.8 and hypotheses tested using PLS-SEM. The organisation of this chapter has been created by separating into subsections where data has been examined, response rate evaluation, demographic analysis, measurement model analysis and structural model analysis.

4.2 Data Examination

Research has shown (Hair et al., 2021) that there is a common issue for researchers who collect data via self-administered questionnaires that have errors due to missing information. Data examination can identify two common types of missing information - complete (missing responses from the survey) and incomplete (missing answers from specific questions on the questionnaire).

The study collected data via Google Forms (an online survey tool), with the questionnaire distributed through all forms of social media and via email. To prevent respondents from being able to submit the survey with missing items, all items were designed to be required responses. This diminished the rate of missing survey responses and therefore, reduced the number of incomplete surveys returned. The returned surveys were then analysed for any straight-lined responses. Straight-lined responses occur when one respondent answers all questions with the same response; eliminating these responses ensured the quality of the data. Using Microsoft Excel, outlier responses were identified. After careful analysis, none of the outlier responses warranted deletion.

4.3 Response Rate

The sample size for this study's data to be valid was 269 respondents (see Chapter 3). A total of 279 completed questionnaires were received from respondents; however, after data cleaning (completion and outlier removal), 260 questionnaires were classified as valid responses. Thus, the study's data is analysed based on 260 valid users, representing 96.6% of the original 279 submissions received, as valid data is critical to support the study's findings.

4.4. Respondents Demographic Characteristics

As shown on Table 5 below shows that 260 employees of Safaricom Telecommunications Ethiopia took part in the survey. The data collection starts by receiving 279 responses, however, after performing data cleaning that removed all incomplete or duplicate and invalid entries to ensure a sample size large enough for further analysis, only 260 valid responses were used in the final analysis.

In terms of gender, there are 163 were male respondents or 63% and 97 were female respondents or 37%. As a result, the results depend entirely on male participants. Experience. Most of the respondents (40%) had 1–2 years of experience, followed by 3–5 years (30%), which means that it is a rather young workforce in terms of tenure.

In terms of position, most participants (83%) were non-managerial staff whereas Managers only accounted for 17%. This sort of breakdown is common for a telecommunications company, where operational roles outnumber management by far. As for the educational background of the respondents, 60% had a bachelor's degree, and 35% held a master's degree, thus highlighting an educated labour pool. The respondents were age group of 26–35 years, a youthful labour force and represent most portion of the work power is in telecoms division that additionally mirrors this element.

Table 5: Demographic Data of Respondents

Demographic Variable	Groups	Frequency	Percent
Gender	Male	163	63%
	Female	97	37%
Experience	6 months – 1 year	56	22%
	1–2 years	104	40%
	3–5 years	78	30%
	More than 5 years	22	8%
Position	Non-Manager	215	83%
	Manager	45	17%
Department	Technology & IT	22	8%
	Consumer Business Unit (CBU)	41	16%
	Enterprise Business Unit (EBU)	26	10%
	Sales & Distribution	30	12%
	Human Resources	32	12%
	Legal, Regulatory & Corporate Affairs	32	12%
	Risk and Compliance	27	10%
	Finance	25	10%

Demographic Variable	Groups	Frequency	Percent
	Strategic Planning	25	10%
Highest Educational Qualification	High School Diploma/Certificate	15	6%
	BSc/bachelor's degree	155	60%
	Master's Degree and Above	90	35%
Age Group	18-25 years	48	18%
	26–35 years	130	50%
	36–45 years	67	26%
	Above 45 years	15	6%

4.5. Descriptive Statistics

Interpretation of Means and Medians

The Table 6 below presents the descriptive statistics of the study variable which is based on 5-point Likert scale. Overall findings suggest that respondents tended to strongly agree with most items (mean > 3.5). As per the table above the mean score ranges in between (3.935 — 4.015) and median value equal to 4 for Job Performance (JP) construct. This indicates that the respondents positively agreed with their respective statements used to measure this construct.

In the same way, the items that were used to measure Cognitive Use (CU)., observed a mean that varies from 3.896 to 3.977 and median of 4.000. These values indicate that the respondents are inclined to agree towards use of social media for knowledge and professional purposes. The means and medians of the items used for SU (Social Use), HU (Hedonic Use), and TW (Teamwork) give a positive perception of moderate level from respondents with mean between 3.662 to 3.812 and median of 4.000. The mean value for IC (Internal Communication) was between 3.565 and 3.635, with median of 4.000 meaning that respondents agree on the flow of information, but slightly lower when compared to all other constructs.

The median for most the item in the table is 4.000 meaning that respondents hover around "Agree" so rather closer to one another departures such as "Strongly Agree" or "Disagree". This is in line with the findings shown by the mean values.

Interpretation of Standard Deviation

The standard deviation (SD) values ranged between 0.455 and 0.699. which indicates an acceptable consensus in responses from respondents as well as perception by them. As Glen described on his research (2023), a standard deviation that is near 0 means that the majority of the data points are clustered around the mean score, and therefore, a higher SD indicates that the scores are spread out from the mean across a wider range of scores. The fact that the SD

for this research was relatively low (mostly <.70) which indicates that there was a great deal of agreement and consistency among the participants in their opinions of social media and the advantages of using social media. And also The lowest variability was observed in Job Performance items, implying that employees share a uniform view or similar view on their performance standards.

Interpretation of Normality (Skewness and Kurtosis)

Most items, the skewness values are negative indicating that most of them are left-skewed data. According to this outcome, it means that a great majority of respondents are liking and standing just at the upper end of the scale.

The excess kurtosis ranges from -0.540 to 1.707, which are all close to zero suggesting a normality distribution as well. According to Hair et al. (2019), all revealed values are all within the acceptable range of ±2. JP1 has a positive kurtosis which is defined as a "peaked" distribution (Leptokurtic) meaning, the majority of responses are clustered around the mean value.

To summarize, based on the descriptive statistical analysis the data is of good quality and reflects the following: High mean scores show that respondents generally tend to feel positively towards the constructs; Smaller standard deviations indicate consistent responses; Skewness and kurtosis values show that the assumption of normality has been met; therefore, the requirements for conducting PLS-SEM analyses have been satisfied (Hair et al., 2020).

Table 6: Descriptive Statistics

	Mean	Median	Scale min	Scale max	Observed min	Observed max	Standard deviation	Excess kurtosis	Skewness	Cramér-von Mises p value
SU1	3.792	4	1	5	2	5	0.664	-0.352	0.024	0.000
SU2	3.838	4	1	5	2	5	0.648	-0.127	-0.085	0.000
SU3	3.769	4	1	5	2	5	0.668	0.219	-0.316	0.000
SU4	3.812	4	1	5	2	5	0.661	-0.296	-0.013	0.000
SU5	3.75	4	1	5	2	5	0.67	-0.219	-0.043	0.000
HU1	3.662	4	1	5	2	5	0.674	-0.311	0.077	0.000
HU2	3.708	4	1	5	2	5	0.65	-0.394	0.124	0.000

	Mean	Median	Scale min	Scale max	Observed min	Observed max	Standard deviation	Excess kurtosis	Skewness	Cramér-von Mises p value
HU3	3.696	4	1	5	2	5	0.699	-0.17	-0.113	0.000
HU4	3.704	4	1	5	2	5	0.663	-0.065	-0.143	0.000
CU1	3.977	4	1	5	2	5	0.656	-0.424	-0.058	0.000
CU2	3.896	4	1	5	2	5	0.645	-0.4	0.014	0.000
CU3	3.9	4	1	5	2	5	0.649	-0.425	0.015	0.000
CU4	3.965	4	1	5	2	5	0.647	-0.349	-0.053	0.000
CU5	3.942	4	1	5	2	5	0.651	0.059	-0.195	0.000
TW1	3.777	4	1	5	3	5	0.523	-0.127	-0.205	0.000
TW2	3.781	4	1	5	2	5	0.577	-0.113	-0.068	0.000
TW3	3.785	4	1	5	2	5	0.548	0.403	-0.355	0.000
TW4	3.804	4	1	5	2	5	0.53	0.362	-0.314	0.000
IC1	3.623	4	1	5	2	5	0.572	-0.421	-0.122	0.000
IC2	3.577	4	1	5	2	5	0.593	-0.54	0.255	0.000
IC3	3.635	4	1	5	2	5	0.563	-0.386	-0.22	0.000
IC4	3.565	4	1	5	2	5	0.594	-0.386	-0.034	0.000
IC5	3.6	4	1	5	2	5	0.576	-0.403	-0.155	0.000
JP1	3.935	4	1	5	3	5	0.455	1.707	-0.261	0.000
JP2	3.996	4	1	5	3	5	0.558	0.237	-0.001	0.000
JP3	3.981	4	1	5	2	5	0.585	0.33	-0.114	0.000
JP4	4.015	4	1	5	3	5	0.554	0.278	0.007	0.000
JP5	3.973	4	1	5	3	5	0.564	0.158	-0.007	0.000
JP6	3.958	4	1	5	2	5	0.628	0.097	-0.156	0.000
JP7	4	4	1	5	3	5	0.601	-0.215	0	0.000
JP8	4	4	1	5	3	5	0.562	0.197	0	0.000
JP9	3.981	4	1	5	3	5	0.522	0.696	-0.025	0.000

Note: SU: Social Use; HU: Hedonic Use; CU: Cognitive Use; TW: Teamwork; IC: Internal Communication; JP: Job Performance.

4.6. The PLS-SEM Algorithm and Bootstrapping

The study data were analyzed using the Partial Least Squares Structural Equation Model (PLS-SEM). Utilizing PLS-SEM makes it possible to run the regression to examine the link between social media use, teamwork, internal communication and job performance. This model is

considered appropriate because it satisfies two advantages. The sample size requirement is less strict, and it does not assume multivariate normality (Hair et al., 2011). The structural and measurement models are tested at the same time by this multivariate method while minimizing error variance (Hair et al., 2020). To evaluate statistical significance of model elements, bootstrapping with 5,000 subsamples was performed (Hair et al., 2022).

The analysis process was covered in two steps, namely measurement model and structural model. The first part of the **measurement model (outer model)** is the relationship between the constructs and the indicators. To assess the output of this model, indicator reliability (outer loadings), internal consistency reliability through Cronbach's Alpha and Composite Reliability, convergent validity through Average Variance Extracted (AVE), and discriminant validity through the Heterotrait-Monotrait (HTMT) ratio after Hair et al. (2019).The inner model is the second component which tests the hypotheses of the study by examining the connections between the latent variables (Sarstedt et al., 2021). For this study, the model used considered exogenous variables (Social, Hedonic and Cognitive Use) and endogenous variables (Internal Communication, Teamwork, Job Performance).

The second element is the **structural model (inner model)** that refers to relationships between the latent variable and tests the study hypotheses (Sarstedt et al., 2021). According to the analysis, the model has exogenous variables namely Social, Hedonic and Cognitive Use and the endogenous variables namely Internal Communication, Teamwork and Job Performance. The results for the structural model were assessed by VIF to check for collinearity, path coefficients, which were tested for significance using t-values and p-values, and R^2. Furthermore, effect size (f^2) and predictive relevance (Q^2) were evaluated to assess the model's overall predictive ability (Hair et al., 2022).

The below figure 2 displays the PLS-SEM measurement model showing latent constructs (blue circle) and indicators (yellow boxes) in the diagram. The figures marked on the arrows are termed as outer loadings which signify the strength of the relationship between an item and its constructs. All items visually load correctly onto their specific constructs: Social Use, Hedonic Use, Cognitive Use, Teamwork, Internal Communication, and Job Performance. The results of the loading value analysis show that the reliability of the indicator is high. This proves that the measuring instrument can be used to test the validity of the structural relationship.

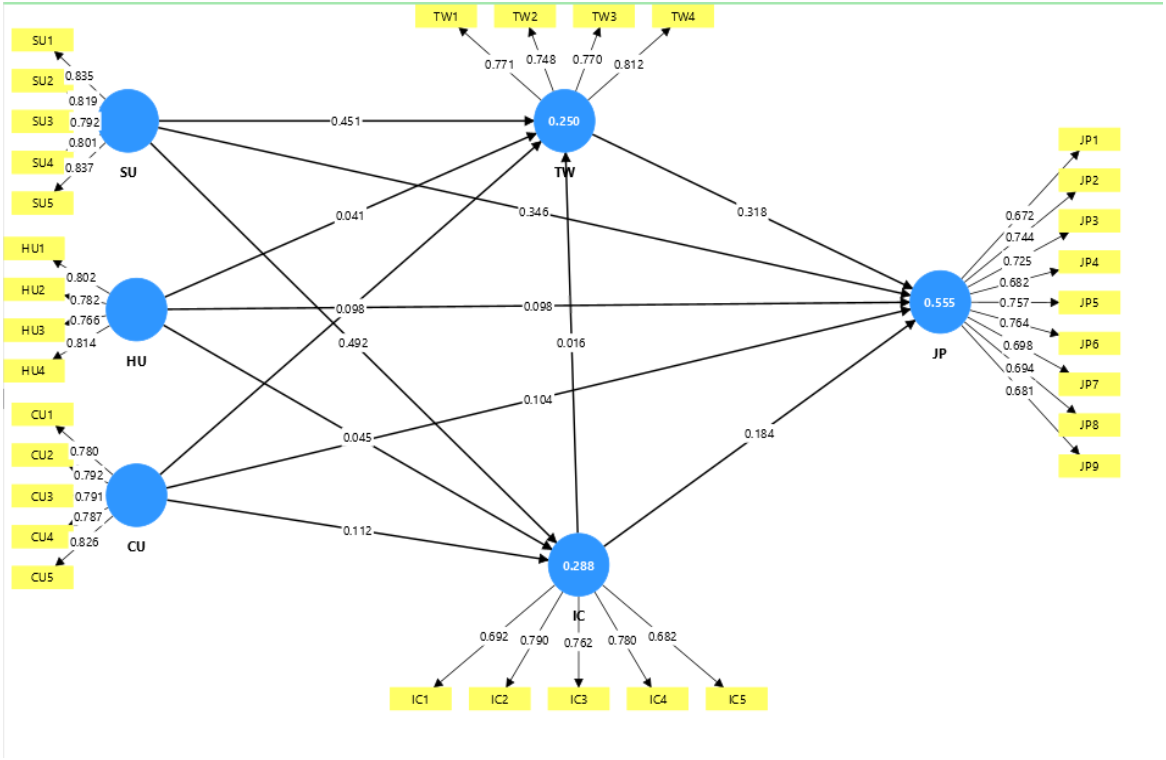

Figure 2: PLS-SEM Model

Note: SU: Social Use; HU: Hedonic Use; CU: Cognitive Use; TW: Teamwork; IC: Internal Communication; JP: Job Performance

4.7. Measurement Model Assessment

Measurement Model Assessment — This part of analysis is carried out to ensure the constructs assessed are valid and reliable before hypothesis testing. This process evaluates components such as content, convergent and discriminant validity—often using the outer loadings described by Hair et al. An investigative comparison between (Hair et al.'s, 2020) five-step procedure and the reflective model which guided the study.

1. Estimating the loading of indicators along with the p-values
2. Estimate indicator reliability
3. Examine construct internal consistency reliability
4. Assessing convergent validity
5. Testing for discriminant validity

The assessment of measurement model reveals that all the constructs meet the required standards of reliability and validity. This implies that the measures used can measure what is supposed to be measured and can differentiate between the various constructs. Based on the

findings, the measurement model can be applied to analyze the relationships between the constructs under study.

4.7.1 Indicator Loadings and Reliability

Consequently, the initial phase of the measurement model analysis is testing the reliability of constructs by checking indicator outer loading. According to Hair et al. According to (Henseler, 2022), valuable outer loading is at least 0.70, which implies that the construct explains a large portion of the indicator's variance. On the other hand, for indicators with an outer loading between 0.40 and 0.70, showing that they should be retained can only be desirable and provide evidence or justification if sound results are obtained in other tests such as consistency reliability and convergent validity. Similarly, indicators whose outer loadings are below the threshold should not be retained or removed automatically from their model; their removal will depend on whether they improve the construct, reliability and validity. If removing them improves the results of construct validity and reliability, they may be removed. On the other hand, if its removal weakens the results of both construct validity and reliability measures, then the indicator must be retained.

As table 7 indicate, all the indicators for Cognitive Use (CU), Hedonic Use (HU), Social Use (SU), Internal Communication (IC) and Job Performance (JP) have positive outer loading values larger than acceptable threshold value (>0.70). Teamwork (TW): Only indicator 1 (TW1) has a below-threshold value (<0.70), whereas all other indicators meet the predefined threshold criteria. However, this indicator is preserved as its value is near the acceptable loan ranges and removing it did not significantly improve the results of construct validity and reliability. Additionally, the bootstrapping process verified that all outer loadings are significant at a 0.000 confidence value.

Table 7: Indicator Loadings

Construct	Indicator	Loading	P Value
Cognitive Use	CU1	0.780	0
	CU2	0.792	0
	CU3	0.791	0
	CU4	0.787	0
	CU5	0.826	0
Hedonic Use	HU1	0.802	0
	HU2	0.782	0
	HU3	0.766	0

Construct	Indicator	Loading	P Value
	HU4	0.814	0
Internal Communication	IC1	0.692	0
	IC2	0.790	0
	IC3	0.762	0
	IC4	0.780	0
	IC5	0.682	0
Job Performance	JP1	0.672	0
	JP2	0.744	0
	JP3	0.725	0
	JP4	0.682	0
	JP5	0.757	0
	JP6	0.764	0
	JP7	0.698	0
	JP8	0.694	0
	JP9	0.681	0
Social Use	SU1	0.835	0
	SU2	0.819	0
	SU3	0.792	0
	SU4	0.801	0
	SU5	0.837	0
Teamwork	TW1	0.771	0
	TW2	0.748	0
	TW3	0.770	0
	TW4	0.812	0

Note: SU: Social Use; HU: Hedonic Use; CU: Cognitive Use; TW: Teamwork; IC: Internal Communication; JP: Job Performance

4.7.2. Internal Consistency Reliability

The next stage of the analysis concerning the measurement model is internal consistency reliability assessment. Although all constructs are operationalized through multiple indicators, internal consistency reliability quantifies the extent to which these indicators of the same construct agree with each other. That is, in other words whether indicators of a common construct are correlated with one another and collectively quantify the common construct (Hair et al., 2022).

Cronbach's (α) and composite reliability (CR) are the statistical measures for assessing internal consistency reliability. Cronbach's alpha is regarded as the classical approach to measure the association between multiple indicators of a construct. This postulation is a rather conservative measure considering that it assumes all indicators contribute equally to the construct when their

outer loadings are left out. Meanwhile, composite reliability is not so strict and examines the correlation between indicators while allowing for differential impacts each indicator has based on outer loading. A measure of composite reliability that can be calculated is rho_a (although others are also used to assess it, e.g. Composite reliability (rho_c). Both are acceptable measures but rho_a is the more precise estimate of the association. A value greater than 0.7 indicates that the construct shows a reliable measure by indicators in both Cronbach's alpha and composite reliability. Although, a result which is more than 0.95 is not ideal as it indicates overlap of indicators and prevention of undesirable response pattern is necessary (Purwanto & Sudargini, 2021).

Table 8: Constructs Reliability and Convergent Validity

Constructs	**Cronbach's Alpha**	**Composite Reliability (rho_a)**	**Composite Reliability (rho_c)**	**AVE**
Cognitive Use (CU)	0.855	0.856	0.896	0.633
Hedonic Use (HU)	0.801	0.803	0.870	0.626
Internal Communication (IC)	0.798	0.811	0.860	0.552
Job Performance (JP)	0.879	0.881	0.903	0.510
Social Use (SU)	0.875	0.876	0.909	0.667
Teamwork (TW)	0.779	0.780	0.858	0.602

4.7.3. Convergent Validity

The step after internal consistency analysing is, testing the convergent validity. Convergent validity test is a measure of how correctly the indicators of the same construct share a high variance. It checks if indicators that are hypothesized to be correlated are related and jointly measure the same latent construct.

The Average Variance Extracted (AVE) is computed for each construct to capture the convergent validity in PLS-SEM analysis. A rule for AVE is a mini. Acceptable value of 0.50 if higher than 0.50 means that the construct explains more than 50% of the indicator's variance. An AVE smaller than 0.50 denotes that there is more variance due to measuring errors in the indicators than by the construct itself (Hair et al. 2022).

Table 9 shows the AVE of all six constructs in this study all above the cutoff point of 0.5. For instance: the AVE for Social Use (SU) is of 0.667; and for Cognitive Use (CU) of 0.633. This

implies that each construct explains more than 50% of the variance in its associated indicators, indicating adequate convergent validity. This result confirms that the indicators of a same construct have high degree variance and able to represent strongly these latent variables. With this result relatively in conjunction with the results of the tests regarding internal consistency reliability, The Study conclude that all constructs are above the recommended limits for the respective categories (minimum value based on additional literature) and therefore indicate that our measurement model is valid and reliable.

4.7.4. Discriminant Validity

The last step in the measurement model assessment is to measure discriminant validity, which shows how unique each attribute is from the other constructs of interest. The Fornell-Larcker criterion was used to assess the discriminant validity (Fornell and Larcker 1981). Fornell and Larcker (1981) provide guidelines for establishing discriminant validity where the square root of a construct's AVE is larger than its correlations with other constructs, thus showing that each construct captures a unique concept with limited overlap. The HTMT test is the traditional definition of discriminant validity. The discriminant validity can be tested either with HTMT or using Fornell-Larcker criterion and cross loadings respectively for reflective constructs (Hair et al. 2022; Rasoolimanesh, 2022).

4.7.4.1 The Fornell-Larcker criterion of testing

Fornell-Larcker criterion is the first method to evaluate the discriminant validity in PLS-SEM.

According to Fornell & Larcker, 1981 The conditions under which a construct has acceptable discriminant validity is when it shares more variance with its indicators than other constructs. This is used to compute from the square root of the Average Variance Extracted (AVE) values of each construct after that, the square root of AVE for each construct is compared with other constructs in the model.

Desirable discriminant validity is assumed when the square root of the AVE (average variance extracted) for each latent variable exceeds its correlation with any other construct in the model. The square root of the AVE for all latent variables must be larger than each of the corresponding variables, a smaller value indicates that discriminant validity is compromised and suggests that the construct may not fully represent something unique.

Table 9 shows that the square root of each construct's Average Variance Extracted (AVE) was greater than its correlations with all other constructs within the model. Example, the square root of average variance extracted from Job Performance (0.714) has more discriminant

validity than the correlation between Job Performance and Social Use (0.641). The results indicate that the constructs are conceptually separate. The results support the HTMT test and confirm that discriminant validity has been established in the measurement model.

Table 9: Fornell-Larcker criterion for discriminant validity

	CU	HU	IC	JP	SU	TW
Cognitive Use (CU)	0.795					
Hedonic Use (HU)	0.193	0.791				
Internal Communication (IC)	0.197	0.206	0.743			
Job Performance (JP)	0.270	0.314	0.495	0.714		
Social Use (SU)	0.156	0.283	0.522	0.641	0.817	
Teamwork (TW)	0.179	0.191	0.28	0.575	0.487	0.776

Note: SU: Social Use; HU: Hedonic Use; CU: Cognitive Use; TW: Teamwork; IC: Internal Communication; JP: Job Performance

4.7.4.2. Heterotrait-monotrait (HTMT) ratio matrix

The HTMT ratio matrix refers to the discriminant validity test of the PLS 2 stage approach. The degree to which a construct is different from other constructs, indicating that the measure assesses an object rather than something else. This is determined by the average correlation between indicators across constructs as measured by heterotrait-heteromethod correlations divided by the average correlation of indicators as measured by monotrait-heteromethod correlations.

An HTMT value of less than 0.85 indicates the good discriminant validity of the constructs. This value is regarded as conservative, and based on the research context, it could go as high as 0.90. When constructions from different theories are conceptually similar, an HTMT is greater than 0.90 can be deemed adequate as per (Hair et al., 2022).

Table 10 below reveals that the HTMT values for all the constructs remain below the conservative threshold of 0.85. The highest value was found between Social Use (SU) and Job Performance (JP), which stood at 0.730. This study demonstrates that the constructs used in this research capture unique ideas with little overlap.

Table 10: Heterotrait-monotrait ratio (HTMT)- Matrix

	CU	HU	IC	JP	SU	TW
Cognitive Use (CU)						
Hedonic Use (HU)	0.247					
Internal Communication (IC)	0.232	0.243				
Job Performance (JP)	0.309	0.374	0.580			
Social Use (SU)	0.179	0.333	0.615	0.730		
Teamwork (TW)	0.217	0.237	0.348	0.696	0.588	

Note: SU: Social Use; HU: Hedonic Use; CU: Cognitive Use; TW: Teamwork; IC: Internal Communication; JP: Job Performance

4.7.4.3. Cross-loading

Another measure of discriminant validity is assessing the cross-loadings of indicators. An indicator's cross loading is its correlation with all other model constructs (relevant to its respective construct) in addition. When the indicator's loading (cross-loading) on other constructs is lower than the loading on its own construct, the discriminant validity is rated highly by the measurement model. This means that if the construct loads higher on another construct it compromises its discriminatory validity and it is not measuring its own construct uniquely (Rasoolimanesh, 2022).

As observed from Table 11, each indicator loads on its construct. The bolded part shows that the loading for each indicator is greatest for the respective latent variable. For example, SU1's loading on Social Use is 0.835, which is greater than its loadings on other constructs, such as Job Performance (0.527) and Internal Communication (0.467). This demonstrates that all indicators are related to their constructs, thus establishing discriminant validity in the model. The outcomes of the HTMT and Fornell-Larcker criterion further supports this finding.

Table 11: Cross Loading

	CU	HU	IC	JP	SU	TW
CU1	**0.780**	0.166	0.128	0.223	0.095	0.120
CU2	**0.792**	0.259	0.155	0.198	0.108	0.133
CU3	**0.791**	0.114	0.137	0.213	0.123	0.184
CU4	**0.787**	0.079	0.188	0.230	0.149	0.116
CU5	**0.826**	0.160	0.173	0.209	0.141	0.158

	CU	HU	IC	JP	SU	TW
HU1	0.173	**0.802**	0.143	0.259	0.196	0.118
HU2	0.248	**0.782**	0.193	0.233	0.282	0.201
HU3	0.035	**0.766**	0.152	0.234	0.195	0.128
HU4	0.139	**0.814**	0.160	0.268	0.213	0.149
IC1	0.105	0.057	**0.692**	0.294	0.342	0.221
IC2	0.184	0.261	**0.790**	0.437	0.396	0.255
IC3	0.149	0.154	**0.762**	0.351	0.497	0.165
IC4	0.166	0.149	**0.780**	0.414	0.387	0.257
IC5	0.112	0.105	**0.682**	0.318	0.294	0.121
JP1	0.218	0.175	0.354	**0.672**	0.444	0.361
JP2	0.243	0.197	0.370	**0.744**	0.484	0.402
JP3	0.166	0.200	0.396	**0.725**	0.459	0.416
JP4	0.169	0.252	0.306	**0.682**	0.399	0.432
JP5	0.260	0.239	0.368	**0.757**	0.496	0.412
JP6	0.255	0.291	0.391	**0.764**	0.475	0.414
JP7	0.084	0.187	0.360	**0.698**	0.480	0.420
JP8	0.181	0.238	0.382	**0.694**	0.447	0.405
JP9	0.141	0.234	0.237	**0.681**	0.430	0.439
SU1	0.170	0.275	0.467	0.527	**0.835**	0.403
SU2	0.119	0.226	0.405	0.539	**0.819**	0.401
SU3	0.136	0.224	0.426	0.533	**0.792**	0.353
SU4	0.097	0.157	0.373	0.494	**0.801**	0.408
SU5	0.114	0.266	0.456	0.525	**0.837**	0.422
TW1	0.181	0.124	0.204	0.432	0.391	**0.771**
TW2	0.085	0.128	0.231	0.431	0.335	**0.748**
TW3	0.169	0.175	0.241	0.470	0.381	**0.770**
TW4	0.116	0.161	0.192	0.449	0.400	**0.812**

Note: SU: Social Use; HU: Hedonic Use; CU: Cognitive Use; TW: Teamwork; IC: Internal Communication; JP: Job Performance

4.8. Structural Model Analysis

After the evaluation of the measurement model, the next step is evaluation of the structural model. Structural model evaluation is done to examine the relationship among constructs or latent variables. For this research study, the structural model is analysed with respect to Social Media Use (Social Use, Hedonic Use, and Cognitive Use), Internal Communication, Teamwork as mediator variables, and Job Performance as endogenous variables.

Path coefficients and R^2 measurements is key determinants for evaluating the structural model. According to Hair et al. (2022), the following criteria should apply when evaluating the structural model: model collinearity test, structural relationships significance and relevance assessment, coefficient of determination measurement, and out-of-sample predictive power measurement.

First, the collinearity check is done by checking the **Variance Inflation Factor (VIF)** values to establish whether the predictors have any high correlation among themselves. Second, the significance and importance of the structural relationships can be determined by assessing the **path coefficients (β) (Hypothesis Testing)** of the structural model between the variables under study. the structural equation of the beta coefficient conducted help in interpreting the relationship. The significant value of each path coefficient is calculated using the bootstrap technique, and 5,000 bootstraps are employed as a maximum. So Apart from the path coefficient, both t-values and p-values are computed to assess the significance of the structural model. Third, **R^2** coefficient of determination values help to determine the degree of the influence of exogenous variables. Lastly, the predictive power of the model is evaluated based on the out-of-sample **prediction statistic (Q2).**

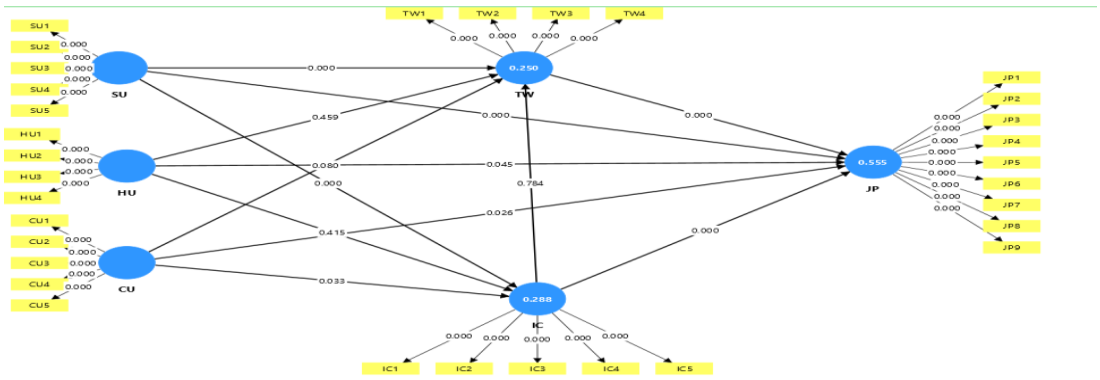

Figure 3: Bootstrapped Structural Model Results

4.8.1. Multicollinearity analysis (VIF)

Before analysing the structural relationship between the constructs, it is important to examine whether collinearity problems exist among the independent constructs. Collinearity may result in a biased estimate of path coefficients. A Variance Inflation Factor (VIF) test is applied to diagnose collinearity problems. According to Hair et al. (2022), a VIF greater than 5.0 suggests collinearity issues, while a VIF lower than 3.0 is regarded as acceptable.

Table 12 reports the VIF statistics for the proposed structural model. From the table, all the VIF statistics have values less than 5.0, varying from 1.051 to 1.711. It shows that there is no problem of multicollinearity in the model since the independent constructs do not exhibit too much correlation with one another. Consequently, the structural model is appropriate for estimating path coefficients.

Table 12: Multicollinearity Statistics (VIF)

Construct	Internal Communication (IC)	Job Performance (JP)	Teamwork (TW)
Cognitive Use (CU)	1.051	1.081	1.068
Hedonic Use (HU)	1.114	1.119	1.117
Internal Communication (IC)		1.405	1.405
Social Use (SU)	1.100	1.711	1.440
Teamwork (TW)		1.333	

4.8.2. Structural Model Path Coefficients and Hypothesis Testing

This section covers the interpretation of the results obtained through the study. This involves not only finding out whether there was any statistically significant relationship between the variables but also exploring the reasons behind such relationships, their theoretical importance and practical implications for Safaricom Ethiopia.

The relationships proposed by this research study were evaluated using the coefficient values of each path and the statistical significance of each path using the value of p-values. To determine the path value of the coefficient and its significance concerning the hypothesis proposed, the study developed the PLS approach with bootstrap resampling, considering 5,000 sub-samples. The acceptance criteria for the analysis include a T-value that is greater than ±1.96 and a P-value lower than 0.05. Hypothesis Testing Results are illustrated below in Table 13.

Hypothesis 1 (H1): Cognitive Use → Internal Communication

The first hypothesis tested the positive influence of Cognitive Use on Internal Communication. Based on the structural model analysis, the result supports the relationship, which yielding a β coefficient of 0.112, a t-value of 2.131, and p-value of 0.033. Despite having a relatively small effect size, the results indicate that using social media for purposes of knowledge acquisition positively impacts organizational communication. This phenomenon can be explained using the Uses and Gratification Theory postulating that people actively seek media sources and intentionally make decisions to achieve their informational needs (Katz, Blumler, & Gurevitch, 1973). In the case of Safaricom Telecommunication Ethiopia Plc, the act of having cognitive activities, that is, seeking professional knowledge and solving problems through social media platforms such as Workplace by Meta or Microsoft Teams, initiates an exchange of knowledge. For instance, when employees seek clarification and documents from their colleagues, they inherently use channels of communication that eliminate information asymmetries. This is consistent with Kumar et al. (2024)'s explanation that social media have a positive affects internal communication as it allows faster dissemination of information than hierarchical channels.

Hypothesis 2 (H2): Cognitive Use →Teamwork

Hypothesis number two investigates the effects of Cognitive Use on Teamwork which has The result revealed that there was a path coefficient of 0.098 and a probability level of 0.080. This means that this hypothesis was rejected as well. The significance of this insignificant effect is important because it provides the crucial insight into the effects of the use of social media – while using the social medium to seek information, it does not mean that such an activity would develop the necessary sense of interdependence that would ensure good teamwork. The reason for this lies in the fact that Cognitive Use creates human capital, but it does not necessarily imply the development of relational capital that is necessary to facilitate teamwork (Nahapiet & Ghoshal, 1998). It may happen that an employee would become a rather devoted user of social networks to increase one's knowledge base but remain a regular team player who does not contribute to teamwork.

Hypothesis 3 (H3): Cognitive Use →Job Performance

The third hypothesis studied the association between Cognitive Use and Job Performance. The findings revealed a strong association between the two variables (β=0.104, p=0.026) such the result underscores the usefulness of social media platforms at the workplace. From the perspective of the Job Demands-Resources Model, Cognitive Use is a very important "job

resource" (Bakker & Demerouti, 2017). Using social media platforms enables individuals to access relevant information within the shortest time possible without incurring any mental strain. In doing so, the individual can be able to devote most of his/her time to task execution, thus resulting in improved performance. Indeed, empirical findings by Chawinga (2017) point out that individuals who use social media platforms for information purposes have high productivity because of good decision-making skills and access to a broad range of knowledge.

Hypothesis 4 (H4): Hedonic Use →Internal Communication

The fourth hypothesis examined the correlation between Hedonic Use and Internal Communication. On the analysis, it shows a very little correlation between the two, being both very weak and statistically insignificant (β=0.045, p=0.415). The hypothesis is therefore rejected. From a logical point of view, the findings make sense, considering the purposefulness of hedonic activities and their primary focus on leisure, rather than job requirements. As per Uses and Gratifications theory, the motivation behind such hedonics activities would be escapism or relaxation, which is fundamentally different from the gratification that would derive from communicating through social media (Katz et al., 1973). Accordingly, even when employees indulge in social networking for leisure purposes, they do not engage in exchanging information with other people, regardless of whether the latter is professional or personal in nature.

Hypothesis 5 (H5): Hedonic Use →Teamwork

The fifth hypothesis was that Hedonic Use would influence Teamwork. The results of the numerical test indicate that this null hypothesis is also rejected (β=0.041, p=0.459). As in the case of communication relationships, hedonic use did not lead to cooperative behaviors. It can be justified because effective teamwork necessitates a certain amount of coordination, cooperation, and common knowledge sharing as per Salas, Sims, & Burke, 2005. Meaning that Watching videos or engaging in unrelated browsing does not actually lead to such outcomes since no cognitive alignment is created. Moreover, using technology in such ways without the presence of the social bonding element (Social Use) can be viewed as a form of social loafing, which implies the absence of team-related responsibilities on the part of employees.

Hypothesis 6 (H6): Hedonic Use → Job Performance

The sixth hypothesis, which examined the relationship between Hedonic Use and Job Performance, is supported by the result. Unlike the previous two hypotheses concerning

hedonic use, the support for this hypothesis comes with a coefficient of 0.098 and a p-value of 0.045. It is especially interesting in this regard since it goes against the idea of cyberloafing, according to which entertainment on social media platforms is a completely negative factor regarding performance at work. In its turn, this hypothesis can be explained with the help of the concept from occupational health psychology called the Recovery Experience Perspective. According to Sonnentag (2001), having a break from work related task detachment from work-related tasks through relaxation activities helps a person have a kind of a "micro-break," during which he or she can regain his or her energy. Thus, as being explained under the circumstances of telecommunication companies such as Safaricom where employees feel the stress of the workday, entertainment can be considered a means of coping that does not let workers burn out.

Hypothesis 7 (H7): Social Use →Internal Communication

The seventh hypothesis tested the impact of Social Use on Internal Communication. In fact, this became one of the most significant results for the whole research project with a path coefficient of 0.492 and t-value 10.019 (p=0.000). The significance of the results is explained by the fact that the development of social bonds remains the key driver of internal communication. According to Social Capital Theory, there is a definite value in social networks (Nahapiet & Ghoshal, 1998). Traditional Hierarchies and departmental barriers become obsilate when people create bonds on social media. As a result, a networked organization becomes possible, and information travels both vertically and diagonally. Thus, according to Men (2014), symmetrical communication on social media stimulates the exchange of information. In the circumstances of the study, the high beta coefficient suggests that when individuals communicate socially, they are much better informed about the activities and goals of their company because they know about everything via the grapevine.

Hypothesis 8 (H8): Social Use →Teamwork

The eighth hypothesis tested the influence of Social Use on Teamwork. The analysis yielded a statistically significant and positive association (β=0.451, p=0.000). The notable effect of size implies that teamwork can only happen as a result of some social processes. There is no such thing as collaborative work in isolation because it depends on the "relational" component of social capital, which refers to mutual trust and reciprocity. According to Gibbs (2013) informal social relations created through digital platforms promote the creation of mutual trust required for collaborative efforts in a professional context. The empirical evidence provided by

Safaricom employees shows that the formation of such trust starts with social contacts between workers that allow them to develop relationships. As a result, Social Use plays a role of "glue" for team members.

Hypothesis 9 (H9): Social Use →Job Performance

The ninth hypothesize that there would be a direct effect of Social Use on Job Performance. The analysis checked the effect (β=0.346, p=0.000). This shows that the advantages of using social media platforms are translated into actual performances at work. Under the Resource-Based View theory, social capital can be considered a resource (Barney, 1991). Employees who nurture their professional relationships are able to utilize tacit knowledge, emotional support, and other resources for solving issues more effectively. Ali-Hassan et al. (2015) pointed out that social use contributes to the generation of social capital, which in its turn positively influences job performance. Practically speaking, when an employee knows 'who knows what', they become able to cope with difficulties more efficiently than others depending on official processes only, which makes them perform better.

Hypothesis 10 (H10): Internal Communication →Teamwork

The tenth hypothesis suggested that there exists a significant relationship between Internal Communication and Teamwork. However, the results show a non-significant relationship (β=0.016, p=0.784). Thus, The Study rejected the hypothesis because of insufficient evidence from the analysis. This is an interesting finding as it goes against one's natural assumption that improving communication automatically translates to effective teamwork. Though communication is important, it is not sufficient. For a team to be successful, social bonding and trust must be built elements facilitated through Social Use (H8) and not through mere communication alone. The difference here is that of informing and collaborating. While communication is about exchanging information in the form of memos, letters, and reports; teamwork is a deeper process that entails the ability to collaborate in synergy.

Hypothesis 11 (H11): Internal Communication →Job Performance

The twelfth hypothesis shows the connection between Internal Communication and Job Performance. There were significant and positive effects of Internal Communication on Job Performance (β=0.184, p=0.000). It shows that efficient communication is an essential element for achieving success at work. Following the theory of Social Exchange (Blau, 1964), when employers share transparent, timely, and clear information with their employees, it is perceived

as a valuable resource. As a result, employees feel an obligation to repay the favor by being more committed and engaged. Moreover, Meng & Berger (2021) states that clarity improves understanding of tasks and roles among employees, meaning that they know exactly what is expected of them.

Hypothesis 12 (H12): Teamwork →Job Performance

Furthermore, the twelfth hypothesis asserted the correlation between Teamwork and Job Performance (β =0.318, p=0.000). It is vital to note that this statistically significant relationship supports the underlying assumption of the basic premise of team effectiveness theory. In other words, when people work together, synergy is formed leading to a level of performance that surpasses that achieved in isolation (Salas, Sims & Burke, 2005). The path coefficient obtained demonstrates that the effectiveness of teams is one of the primary determinants of organizational success. Effective teamwork involves the sharing of knowledge, error detection, and help from other team members. As a result, productivity of work improves dramatically. According to Kumar et al. (2024), effective teamwork results in improved performance since it creates collective efficacy.

Conclusion of Direct Effects

In conclusion, the structural model analysis presents an elaborate description of the determinants of Job Performance. The leading determinant was Social Use, which significantly improved communication and teamwork as well as performance, thus reinforcing Social Capital Theory. The functional use made contributions by improving communication and performance but failed in promoting cooperation. Hedonic Use, on the other hand, presented a unique contribution, whereby it became a source of recovery to maintain individual performance while lacking in organization. Rejection of H2, H4, H5, H8, and H10 demonstrates a key aspect that information transmission and entertainment do not create relational capital. Instead, it is the relationship established through Social Use that becomes the trigger of cooperation and effective communication.

In summary, the results from hypothesis testing suggest that social media usage in the workplace has a considerable contribution to the development of better organizational performance across various dimensions of usage. It is evident from the significance found in the tests that employees who use social media in the workplace to achieve cognitive, social, and hedonic activities will have better internal communications, teamwork, and overall job performance. Apart from the statistical significance, these outcomes hold great practical

importance for Safaricom Ethiopia. It is evident that investments in enterprise social media sites can help to improve communications, collaboration, and knowledge exchange, which will positively impact the productivity of the employees. Thus, it is necessary for the management to promote the effective use of workplace social media.

These results provide empirical evidence on the theories underlying the research. According to the Uses and Gratifications Theory, employees engage in social media withi the workplace to gratify their informational and social needs in the workplace, which enhances organizational communication and collaboration. Technology Affordance Theory is proven by the result that workplace social medi enhances visibility, information exchange, and coordination among employees. Lastly, according to Social Capital Theory, better workplace relations created by social media lead to enhanced teamwork and eventually better job performance. Altogether, these results indicate that workplace social media operates as a resource in organizations which can help improve employee job performance.

Table 13: Hypothesis testing results (Direct Effects)

Hypothesis	**Relationship/ Path**	**Path Coeff. (β)**	**Standard Deviation**	**T-Values**	**P-Values**	**Decision**
H1	Cognitive Use → Internal Communication	0.112	0.052	2.131	0.033	Supported
H2	Cognitive Use → Teamwork	0.098	0.056	1.749	0.080	Rejected
H3	Cognitive Use → Job Performance	0.104	0.047	2.222	0.026	Supported
H4	Hedonic Use → Internal Communication	0.045	0.056	0.815	0.415	Rejected
H5	Hedonic Use → Teamwork	0.041	0.055	0.740	0.459	Rejected
H6	Hedonic Use → Job Performance	0.098	0.049	2.009	0.045	Supported
H7	Social Use → Internal Communication	0.492	0.049	10.019	0.000	Supported
H8	Social Use → Teamwork	0.451	0.056	7.993	0.000	Supported
H9	Social Use → Job Performance	0.346	0.054	6.386	0.000	Supported
H10	Internal Communication → Teamwork	0.016	0.059	0.274	0.784	Rejected

Hypothesis	Relationship/ Path	Path Coeff. (β)	Standard Deviation	T-Values	P-Values	Decision
H11	Internal Communication → Job Performance	0.184	0.047	3.920	0.000	Supported
H12	Teamwork → Job Performance	0.318	0.050	6.310	0.000	Supported

Note: SU: Social Use; HU: Hedonic Use; CU: Cognitive Use; TW: Teamwork; IC: Internal Communication; JP: Job Performance

Discussion of Unexpected Findings

Even though previous literature provides evidence for both positive and negative effects of workplace social media, the results of this study have shown more evidence for positive relationships than negative ones, which was anticipated in the conceptual framework. However, at first glance, it may seem quite surprising considering a large number of works showing the connections between workplace social media and cyberloafing, distraction, technostress, and information overload. Perhaps, the reason why the results show no connection between negative effects of workplace social media is the fact that the research focuses on employees' usage of social media for their work purposes rather than for leisure ones. In the case of Safaricom Ethiopia, the workplace social media seems to be used by employees for communication, information exchange, and collaboration, which allows them to do their job more effectively.

Implications of the Negative Aspects of Social Media

Even though this research has revealed the positive contribution of social media at work to internal communication, team working, and job performance, the adverse impacts reported in other studies must not be ignored. Overuse of workplace social media can have some implications such as cyberloafing, information overload, digital distraction, communication fatigue, and technostress, which can lower the efficiency and wellbeing of workers. Therefore, it is crucial for the organization to strike a balance between the positive implications of workplace social media and some governance techniques. The firm of Safaricom Ethiopia needs to develop policies regarding workplace social media, offer training on digital communication, promote work-related activity and discourage non-work-related activity.

4.8.3. Checking Structural Path Significance in Bootstrapping

Bootstrapping was employed in SmartPLS to assess the significance of the structural paths in the model, using a sample size of 260 respondents and 5,000 resamples. This procedure is

commonly applied in PLS-SEM because it allows the estimation of standard errors, t-values, p-values, and confidence intervals for the hypothesized relationships without relying on normality assumptions. In this study, bootstrapping was used to test the direct effects among the dimensions of Social Media Use, Internal Communication, Teamwork, and Job Performance, thereby determining whether the proposed structural paths were statistically significant.

For hypothesis testing, the bootstrapping results were evaluated using the path coefficients, t-statistics, and p-values. As shown above table 14 , Paths with t-values above 1.96 and p-values below 0.05 were considered statistically significant at the 5% level. Based on these criteria, the bootstrapping results showed that Social Use had a significant positive effect on Internal Communication, Teamwork, and Job Performance, while Cognitive Use and Hedonic Use had selective effects on specific outcomes. In addition, both Internal Communication and Teamwork significantly and positively influenced Job Performance. Based on the t-statistics and p-values, hypotheses H1, H3, H6, H7, H8, H9, H11, and H12 were supported, whereas H2, H4, H5, and H10 were not supported. These findings suggest that Social Media Use contributes to Job Performance mainly through the relational and communicative mechanisms of Social Use, rather than solely through information seeking or entertainment.

4.8.4. Coefficient of Determination (R^2)

The coefficient of determination shows that the model has good enough power of explanation regarding the endogenous constructs. It can be noted from the findings that workplace social media use explains a large part of the variance for the constructs of Internal Communication, Teamwork, and Job Performance. While the model can explain a fair share of the variance in terms of employee performance, there is still some amount of unexplained variance, implying that some other factors can affect employee job performance as well.

The next step in the structural model analysis is assessing the coefficient of determination (R^2). R^2 measures variance in the outcome variables explained by the predictor variables. Hair et al. (2022) propose that R^2 values between 0 to 0.10 as weak, 0.11 to 0.30 as modest, 0.30 to 0.50 as moderate and above 0.50 as strong explanatory power. However, the researchers suggest that the R^2 are evaluated relative to the research context. The R^2 results for this study are presented in Table 14.

The findings show that the predictor variables explain 0.288 of the variances in Internal Communication, indicating modest explanatory power. In the case of Teamwork, the predictor

variables explain 0.250 of the variances. This also indicates modest explanatory power. An R^2 that is between 0.10 and 0.50 is acceptable in social science research when some or most of the explanatory variables are statistically significant (Ozili, 2023). Based on this, the R^2 results for Internal Communication and Teamwork are acceptable since the explanatory variables (particularly Social Use) have statistically significant relationships with both constructs.

The R^2 result for Job Performance is 0.555. This means that the explanatory variables—Social Media Use dimensions, Internal Communication, and Teamwork—collectively explain 55.5% of the variance in Job Performance. Based on this, the R^2 is above 0.5 which signals that the model has strong explanatory capability in accounting for variations in Job Performance.

Table 14: Coefficient of Determination(R^2)

	R-square	R-square adjusted
Internal Communication	0.288	0.280
Job Performance	0.555	0.546
Teamwork	0.250	0.238

4.8.5. F-squared analysis/ Effect Size (f2)

The next step in the structural model analysis is assessing the effect size (f^2). The f^2 analysis measures the contribution of an exogenous construct to the R^2 of an endogenous construct. According to Cohen (1988), values of 0.02, 0.15, and 0.35 represent small, medium, and large effects, respectively. This metric indicates whether a predictor construct has a substantive impact on the outcome variable, beyond mere statistical significance. The f^2 results for this study are presented in Table 15.

The findings in Table 15 indicate that Social Use (SU) is the dominant predictor in the model. Specifically, Social Use has a medium to large effect on Internal Communication (f^2=0.309) and a medium effect on both Teamwork (f^2 =0.189) and Job Performance (f^2 =0.157). This suggests that the social dimension of social media usage contributes substantially to the explanatory power of the model. Similarly, Teamwork (TW) has a medium effect on Job Performance (f^2 =0.170), highlighting its practical importance in driving performance outcomes.

In contrast, other paths showed small effects. Internal Communication had a small effect on Job Performance (f^2=0.054), while Cognitive Use (f^2 =0.017 to 0.022) and Hedonic Use (f^2 =0.002 to 0.019) generally exhibited negligible to small effects. This indicates that while these

variables are statistically significant in some cases, their practical contribution to the variance in the endogenous constructs is limited compared to Social Use. Notably, the effect of Internal Communication on Teamwork was zero (f^2 =0.000), confirming the lack of a substantive relationship between these constructs.

From the result of effect size analysis, there is a different level of contribution by the predictor constructs in explaining the endogenous variables. Although there are some relationships that have higher practical significance compared to others, the overall result clearly implies that the use of workplace social media, communication, and teamwork have a considerable contribution in explaining employee job performance. This means that the relationships identified are both statistically significant and practically significant.

Table 15: Effect Size(f^2)

	IC	JP	TW
CU	0.017	0.022	0.012
HU	0.003	0.019	0.002
IC		0.054	0.000
SU	0.309	0.157	0.189
TW		0.170	

Note: SU: Social Use; HU: Hedonic Use; CU: Cognitive Use; TW: Teamwork; IC: Internal Communication; JP: Job Performance

4.8.6. Mediation Analysis Results (Indirect Effects)

Mediation analysis is a statistical approach used to investigate the underlying mechanism or process through which an independent variable transmits its effect to a dependent variable (Baron & Kenny, 1986). In structural equation modelling, this analysis is essential for explaining "how" or "why" relationships exist, rather than just confirming their existence (Nitzl et al., 2016). According to Hair et al. (2022), mediation occurs when a third variable (the mediator) intervenes between the independent and dependent variables, carrying a portion of the effect. Testing for mediation allows researchers to validate theoretical frameworks that propose intermediate steps in causal chains, thereby providing a more nuanced understanding of the phenomenon under study.

The mediation analysis shows that the effect of workplace social media on job performance of the employees does not have to be direct, as it can happen through the organizational processes. Mediation effects that were statistically significant show that the improvements in the areas of communication and collaboration are important channels through which the workplace social media has an impact on job performance of the employees. At the same time, the lack of

statistical significance of mediation effects shows that communication and collaboration alone do not explain the employees' performance.

The mediation analysis tests whether the independent variable affects the dependent variable through a third variable (indirect effect). Table 16 shows the indirect effects.

Table 16: Mediation Analysis through Indirect Effect

Hypothesis	Indirect Path	Original sample (O)	T statistics (|O/STDEV|)	P values	Decision
H13	CU → IC → JP	0.021	1.760	0.078	Not Supported
H14	CU → TW → JP	0.031	1.664	0.096	Not Supported
H15	HU → IC → JP	0.008	0.776	0.438	Not Supported
H16	HU → TW → JP	0.013	0.731	0.465	Not Supported
H17	SU → IC → JP	0.091	3.586	0.000	Supported
H18	SU → TW → JP	0.144	5.114	0.000	Supported

Hypothesis 13 (H13) proposed that Internal Communication mediates the relationship between Cognitive Use and Job Performance. The results showed an indirect effect of 0.021 with a p-value of 0.078. Since the p-value is greater than the 0.05 threshold, this hypothesis is not supported. This lack of mediation suggests that the benefits of cognitive use (information seeking) are largely independent of the social communication channels tested. This aligns with the distinction made by Nahapiet and Ghoshal (1998), who differentiate between "human capital" (individual knowledge) and "social capital" (relational resources); cognitive use builds the former but does not necessarily leverage the social networks required for the latter.

The lack of a strong mediation effect means that this organizational mechanism, on its own, is not sufficient to explain the effect of workplace social media on employees' job performance. Thus, there might be other organizational mechanisms that can affect the relationship between the use of workplace social media and employees' performance, such as organizational culture, support from leadership, level of engagement or even digital competence. Thus, further research should consider these mechanisms as well.

Hypothesis 14 (H14) tested the mediating role of Teamwork between Cognitive Use and Job Performance. The analysis yielded an indirect effect of 0.031 and a p-value of 0.096, leading

to the rejection of this hypothesis. This indicates that knowledge-seeking behaviors do not flow through Teamwork to impact performance. This finding is consistent with Katz, Blumler, and Gurevitch (1973), who noted in their foundational work on Uses and Gratifications Theory that informational needs are often satisfied through direct content consumption rather than through the interdependent social processes required for effective collaboration.

Since there is no substantial mediation effect, this means that using this organizational variable on its own cannot account for the effect that the workplace social media has on the performance of the employees. It is likely that there are other organizational variables, such as organizational leadership, organizational culture, engagement, and digital competence that can affect the effect of workplace social media use on performance of the employees. Future research should, therefore, explore these other organizational mechanisms.

Hypothesis 15 (H15) examined whether Internal Communication mediates the relationship between Hedonic Use and Job Performance. The indirect effect was negligible at 0.008 with a p-value of 0.438. Consequently, this hypothesis is not supported. This result validates the theoretical position that hedonic activities serve distinct psychological functions—such as escape or relaxation—rather than serving as drivers of professional information exchange (Katz et al., 1973). Therefore, hedonic use does not initiate the communication processes that lead to performance improvements.

The lack of any mediation effect implies that this mechanism of the organization alone does not play an adequate role in explaining the effects of the workplace social media on the job performance of employees. Thus, it can be concluded that there are some other factors present in the organization, which may affect the influence of workplace social media on employee performance. The future research work will explore these mechanisms to offer a complete explanation of the employee performance.

The lack of a substantial mediation effect implies that this organizational mechanism does not suffice on its own to account for how workplace social media affects employee performance. It means that there may be other organizational variables, such as leader support, organizational culture, digital literacy, etc., that affect this relationship. Hence, it is necessary to research other organizational mechanisms in order to gain a clearer understanding of employee performance.

Hypothesis 16 (H16) proposed the mediation of Teamwork between Hedonic Use and Job Performance. The bootstrapping results showed a non-significant indirect effect ($\beta=0.013$, $p=0.465$). Thus, this hypothesis is not supported. While Hedonic Use has a direct positive effect

on performance (likely through stress recovery), it does not enhance performance by fostering team collaboration. Sonnentag (2001) supports this interpretation, suggesting that recovery experiences during leisure time are primarily individual-focused and do not inherently build the shared mental models or trust required for team synergy.

Hypothesis 17 (H17) tested the mediating role of Internal Communication between Social Use and Job Performance. The results revealed a significant indirect effect of 0.091 with a p-value of 0.000. Since the direct effect of Social Use on Job Performance (β=0.346) was also significant, this indicates partial mediation. According to Hair et al. (2022), partial mediation occurs when both the direct and indirect effects are significant. This finding implies that Social Use improves Job Performance partly by enhancing the quality of Internal Communication, consistent with Men (2014), who argued that social media fosters symmetrical communication and transparency, which in turn drives organizational outcomes.

Hypothesis 18 (H18) examined the mediating role of Teamwork between Social Use and Job Performance. The analysis showed a significant indirect effect of 0.144 with a p-value of 0.000. Combined with the significant direct effect, this also indicates partial mediation. This result implies that Social Use drives Job Performance by strengthening Teamwork dynamics. This is strongly supported by Nahapiet and Ghoshal (1998), whose Social Capital Theory posits that social interactions create the relational capital—specifically trust and reciprocity—that is essential for effective collaboration and, ultimately, performance.

Conclusion of Mediation Analysis

In conclusion, the mediation analysis highlights that Social Use is the primary dimension that leverages organizational resources (Communication and Teamwork) to enhance performance. Conversely, Cognitive and Hedonic Use function primarily through direct mechanisms (such as information access or stress recovery) rather than through the mediating social processes tested in this model. Also The findings from the mediation analysis help explain how workplace social media impacts employee job performance by way of underlying mechanisms. While the impact is not direct and is realized solely on its own, workplace social media also improves organizational procedures, which have a subsequent positive effect on employees' performance. This proves that communication and teamwork play a vital role in the relationship between workplace social media and employee performance.

4.8.7. Predictive Relevance (Q2)

The last step in the structural model analysis is assessing the predictive power of the model. This analysis examines whether the findings not only apply to the data used for estimation but also other data sets to ensure generalizability of findings (Hair et al., 2022).

Q^2 value greater than zero indicates predictive relevance whereas a value equal to or less than zero indicates absence of predictive relevance. The Q^2 results presented in Table 17 are all above zero which leads to the conclusion that the model has predictive relevance for all endogenous constructs.

Specifically, the Q^2 values are 0.268 for Internal Communication, 0.228 for Teamwork, and 0.435 for Job Performance. According to Hair et al. (2019),

Q^2 values of 0.02, 0.15, and 0.35 represent small, medium, and large predictive relevance, respectively. Based on these thresholds, the model demonstrates medium predictive relevance for Internal Communication and Teamwork, and large predictive relevance for Job Performance. In other words, the structural model is capable of accurately predicting Internal Communication, Teamwork, and Job Performance.

The fact that the Q^2 values for internal communication, teamwork, and job performance have positive values shows that there is sufficient predictive relevance in the proposed model. This shows that the structural model can predict the endogenous constructs effectively and has reasonable predictive ability regarding job performance at Safaricom Ethiopia.

Table 17: Predictive Relevance(Q2)

	Q^2predict
Internal Communication	0.268
Teamwork	0.228
Job Performance	0.435

CHAPTER FIVE

5. CONCLUSION, IMPLICATIONS AND RECOMMENDATION

5.1. Conclusion

One of the major issues that affect operations and performance in both developed and developing nations is employee performance. Moreover, research done in the past has highlighted that even emerging and developing economies still have several challenges with achieving optimum productivity because of poor communication and coordination. Also, while the double-edged sword effect of social media is acknowledged by the literature, little has been discussed about its effect, whether positive or negative on various aspects of organizational activities because social media is seen either as a nuisance or a tool depending on its usage type (Social, Cognitive, Hedonic). With the advent of technology, the business world has an opportunity to leverage social media for improved performance. Coordination among teams and dissemination of information have become easier and cheaper than ever before due to the use of digitization in the workplace.

The use of social media plays an important role in Job Performance Improvement. Social media enables the employee to obtain information as well as establish social connections that allow him/her to do any task involved in his/her job position. In addition, the ability of the employee to adapt himself/herself quickly and efficiently to increasingly advanced technological platforms indicates that it has been done in such a way as to ensure promptness and security of establishing collaboration and communication. The use of social media greatly enhances teamwork and internal communications among the members of a company. The introduction of social media has made it easier for employees to gain trust and cooperation with each other.

Insightful conclusions regarding Social Media Use and Job Performance can be drawn from this study. According to the study, Social Use, Cognitive Use, and Hedonic Use constitute the three important dimensions that affect Job Performance. The findings demonstrate that social media mediates performance through facilitating Teamwork and Internal Communication. It is vital to understand the multi-dimensional nature of social media in order to benefit from it, based on the study. In other words, understanding the difference between "Social Use," "Cognitive Use," and "Hedonic Use" is key to designing appropriate policies in today's technology-driven world.

In addition to increasing the strength of the study's theory and methodology, a number of vital deductions should be pointed out. In terms of theory, the research results confirm the basic assumptions of the U&G Theory and JD-R Model within the framework of the Ethiopian telecommunication sector. First, the U&G theory is manifested through the difference in performance effects resulting from various types of gratification behaviors (Social, Cognitive, and Hedonic). Second, the failure of the hypothesis on the impact of Internal Communication on Teamwork constitutes a significant theoretical contribution: it questions the conventional approach according to which information exchange is enough to create a team. It proves the assumption of Social Capital Theory according to which relational trust and social bonding created mainly by means of Social Use are necessary preconditions for effective teamwork, not just information exchange. In terms of methodology, although the quantitative methodology allowed discovering the structural interconnections between variables, the cross-sectional design of the survey means that a dynamic view of organizational behaviors cannot be provided.

5.2.Practical Implication

Safaricom Telecommunication Ethiopia Plc management, HR practitioners, and policymakers may derive certain implications from this study. Firstly, it is imperative for organizations to provide a conducive atmosphere for professional social use of social media. It means that creating openness for interactions and promoting networking activities will be an important element of developing Teamwork. Secondly, efforts to increase the quality of social tools that are used internally by organizations will be helpful in enhancing standards of Internal Communication. This issue is vital in improving Job Performance. The value of Hedonic Use becomes apparent nowadays. The managers' fears of employee distractions can be alleviated knowing that reasonable number of personal activities works like a mini break, restoring cognitive resources. And it is all about productivity balanced with wellness.

Lastly, educational establishments together with corporate educators need to work out measures for elevating digital professionalism of individuals. By suggesting guidelines about netiquettes and professional networking, the company may improve the practical value of these instruments. The revolution could begin through introducing programs aimed at teaching employees how to use social networks for completing tasks and developing innovative ideas especially concerning young workers of Safaricom. Finally, there should be continuing monitoring of developments in social media behavior. Regularly checking the impact of social

media on teamwork and internal communication would ensure that its effect on job performance remains positive.

Besides those practical implications, there are some more nuances in the use of these tools which need to be considered. As the Cognitive Use tool improves the efficiency of employees due to its positive impact on decision-making and accessing information, enterprises need to provide tools that are very effective and useful for exchanging best practices. Moreover, since it was Internal Communication alone that failed to trigger Teamwork, HR departments need to implement programs that will help build teams and develop social communication between people, thus converting information into collaboration.

5.3. Limitations of the Study

Even though this research gives out valuable information, it still has its limits. Because the research used self-reported views from the employees themselves, there is an obvious bias for common method bias, which means that the employees may have overrated or underrated their job performances and social media usage. However, although the research was statistically validated to prove its validity, using it pragmatically can create certain subjectivity. Moreover, because the research focused on the company, Safaricom Telecommunication Ethiopia Plc, it cannot generalize the results in other geographical areas or industries because there will always be a difference between companies concerning culture, technology, and style of management. This research does not consider the effect of other external factors on the association, such as style of leadership, organizational culture, or IT quality. Job Performance and Social Media usage may be affected significantly by certain demographic factors.

Regarding the limitations of research design that emerged while evaluating this research, the following limitations are noted:

1. Dependence on Employee Perception to Measure Performance: One major weakness is that job performance is assessed using the perception of employees only. Although there was statistical validation (Common Method Bias validation) conducted in this study, self-report assessment is prone to subjective overrating or under rating. Objective measurement of job performance, such as KPIs or online portal login details or appraisal scorecards, is not used in this study.

2. Exclusion of Supervisors and Managers: The design of the population of the research has been carefully formulated by leaving out senior management, external affairs, and

expatriates to concentrate on the employees operating at the operational level only. Nevertheless, by not including supervisors and managers in the sample, this hampers the completeness of the evaluation process. The absence of the 360-degree feedback from the supervisor makes the evaluation biased towards the perception of the employee only.

3. Procedural Limitations in Bias Reduction: Despite the usage of statistical solutions for CMB (such as the application of VIF test using PLS-SEM approach), all procedural solutions for eliminating bias could not be fully exhausted. The fact that the data collection process only involves a single self-administered online survey done at once does not allow separating the measurement of both variables (social media use and job performance) by time or different sources.

5.4. Recommendations

The focus of future research should lie on qualitative research rather than quantitative studies to enhance knowledge in this field. Firstly, incorporating various sectors such as manufacturing and financial services would help assess the validity of the topic and check whether there would still be mediating effects in industries that do not rely on technology to such an extent. Secondly, including additional factors that will act as a moderator between the two phenomena studied could prove interesting, for example, "Technostress" or "Digital Literacy." Thirdly, future research should focus on analyzing particular social media channels, for example, WhatsApp compared to LinkedIn and internal enterprise social networks like Facebook's Workplace platform. This may prove beneficial because there could be different implications of the various social media channels' use regarding Teamwork and Internal Communication.

To overcome these limitations and improve the methodological quality of future research in this area, the following suggestions are made:

1. Triangulation of Performance Data: Future research should transcend the use of perception-based measures and triangulate self-reports with performance measures. Future research should include supervisor ratings, HR performance appraisals, or digital footprints (e.g., measuring response time and collaboration frequency on Microsoft Teams). Managerial viewpoints should be included to give an all-around perspective on performance measures.

2. Longitudinal Research Designs: To capture the essence of the dynamism of technology adoption and team-building processes, it is necessary for future researches to adopt a longitudinal approach that involves following up on the same subjects over a long period of time to see changes in behaviour regarding the use of social media and how that impacts team building and job performance

3. Procedural Bias Mitigation: In future research designs, measures can be taken to incorporate procedural solutions that will minimize Common Method Bias right from the beginning of the process. For example, one may adopt a strategy of multi-wave data collection whereby the independent and dependent variables are collected at different times or collecting predictor data from a different source than the outcome variable data.

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ANNEX

DATA COLLECTION INSTRUMENT

Research Questionnaire

The Effect of Social Media Usage on Job Performance: The Mediating Role of Teamwork and Internal Communication

A Study at Safaricom Telecommunications Ethiopia

Cover Letter

Dear Respondent,

I am conducting a research study on **"The Effect of Social Media Usage on Job Performance: The Mediating Role of Teamwork and Internal Communication"** at Safaricom Telecommunications Ethiopia. This questionnaire is designed to collect data for academic purposes only.

Your participation in this study is entirely **voluntary**, and all responses will be treated with strict **confidentiality and anonymity**. No personally identifiable information will be collected. The questionnaire will take approximately **10–15 minutes** to complete.

There are no right or wrong answers. Please respond honestly based on your personal experience and perceptions.

Thank you for your valuable time and cooperation.

Section A: Demographic Information

Please tick (✓) or circle the appropriate option for each question.

1. Gender:

- ☐ Male
- ☐ Female
- ☐

2. Age Group:

- ☐ 18-25 years
- ☐ 26–35 years
- ☐ 36–45 years
- ☐ Above 45yeasr

3. Highest Educational Qualification:

- ☐ High School Diploma/Certificate
- ☐ BSc/Bachelor's Degree

- ☐ Master's Degree and Above

4. How long have you been working at Safaricom Ethiopia?

- ☐ 6 months – 1 year
- ☐ 1–2 years
- ☐ 3–5 years
- ☐ More than 5 years

5. Department:

- ☐ Technology & IT
- ☐ Consumer Business Unit (CBU)
- ☐ Enterprise Business Unit (EBU)
- ☐ Sales & Distribution
- ☐ Human Resources
- ☐ Legal, Regulatory & Corporate Affairs
- ☐ Risk and Compliance
- ☐ Finance
- ☐ Strategic Planning

6. Job Position/Level:

- ☐ Non-Manager
- ☐ Manager

Section B: Social Media Usage

Please indicate your level of agreement with each of the following statements regarding your use of social media for work-related purposes at Safaricom Ethiopia.

Part 1 : Social Use

Scale:	**1 = Strongly Disagree**	**2 = Disagree**	**3 = Neutral**	**4 = Agree**	**5 = Strongly Agree**

No.	Statement	1	2	3	4	5
SU1	I make new connections at work through social media.	☐	☐	☐	☐	☐
SU2	I get to know coworkers who have similar interests to me.	☐	☐	☐	☐	☐
SU3	I learn about professional opportunities from colleagues on social media.	☐	☐	☐	☐	☐
SU4	I connect with colleagues from different departments on social media..	☐	☐	☐	☐	☐
SU5	I build relationships with mentors or potential collaborators on social media.	☐	☐	☐	☐	☐

Part 2 : Hedonic Use

Scale:	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree

No.	Statement	1	2	3	4	5
HU1	I use social media to appreciate my pause at work.	☐	☐	☐	☐	☐
HU2	I take a break from my job by browsing social media for entertainment	☐	☐	☐	☐	☐
HU3	I amuse myself on social media during my work breaks.	☐	☐	☐	☐	☐
HU4	I relax at my workstation by using social media for lighthearted interaction or browsing.	☐	☐	☐	☐	☐

Part 3 : Cognitive Use

Scale:	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree

No.	Statement	1	2	3	4	5
CU1	I share documents, presentations, or other work-related content with colleagues on social media.	☐	☐	☐	☐	☐

No.	Statement	1	2	3	4	5
CU2	I use social media to stay updated on information and resources shared by colleagues.	☐	☐	☐	☐	☐
CU3	I collaborate with colleagues on creating content for work-related projects using social media.	☐	☐	☐	☐	☐
CU4	I post questions or requests for information on social media to leverage colleagues' expertise	☐	☐	☐	☐	☐
CU5	I use social media to identify and learn from best practices shared by colleagues.	☐	☐	☐	☐	☐

Section C: Teamwork

Please indicate your level of agreement with each of the following statements regarding teamwork at Safaricom Ethiopia.

Scale:	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree

No.	Statement	1	2	3	4	5
TW1	Team members use social media to openly share information and knowledge with each other.	☐	☐	☐	☐	☐
TW2	Participants of the team use social media to keep each other informed about progress.	☐	☐	☐	☐	☐
TW3	Members of the team work together to coordinate tasks and resources through social media.	☐	☐	☐	☐	☐
TW4	Members of the team respect each other's opinions and ideas on social media	☐	☐	☐	☐	☐

Section D: Internal Communication

Please indicate your level of agreement with each of the following statements regarding internal communication at Safaricom Ethiopia.

Scale:	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree

No.	Statement	1	2	3	4	5
IC1	I use social media to communicate with my coworkers.	☐	☐	☐	☐	☐

No.	Statement	1	2	3	4	5
IC2	Social media is an effective tool for communicating within our organization.	☐	☐	☐	☐	☐
IC3	Our organization's social media policies support effective internal communication.	☐	☐	☐	☐	☐
IC4	Social media has improved my ability to collaborate with colleagues.	☐	☐	☐	☐	☐
IC5	Social media has increased my awareness of organizational events and news.	☐	☐	☐	☐	☐

Section E: Job Performance

Please indicate your level of agreement with each of the following statements regarding your job performance at Safaricom Ethiopia.

Scale:	1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree

No.	Statement	1	2	3	4	5
JP1	I generate new and original ideas for improving work processes or products.	☐	☐	☐	☐	☐
JP2	I champion creative ideas proposed by myself or others.	☐	☐	☐	☐	☐
JP3	I seek out unconventional approaches to solve problems.	☐	☐	☐	☐	☐
JP4	I develop practical applications for creative ideas	☐	☐	☐	☐	☐
JP5	I provide unique solutions to challenges faced at work.	☐	☐	☐	☐	☐
JP6	I consistently finish the tasks outlined in my job description.	☐	☐	☐	☐	☐
JP7	I consistently fulfill all of my job's formal performance standards.	☐	☐	☐	☐	☐
JP8	I prioritize completing tasks outlined in my job description.	☐	☐	☐	☐	☐
JP9	I am able to meet all deadlines associated with my work responsibilities.	☐	☐	☐	☐	☐

End of Questionnaire