

EXPLORING THE IMPACT OF ENTERPRISE SOCIAL MEDIA AFFORDANCES ON WORK PERFORMANCE AND KNOWLEDGE TRANSFER

Ravoniarivelo Ravaka Andrianina, Zhejiang Gongshang University, Hangzhou, Zhejiang, Peoples Republic of China

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ABSTRACT

One of the derivatives of collective work is knowledge, and this remains a significant resource to any organization, either valued as capital or part of the intangible assets of that organization. The effective application of knowledge, through processing and transfer mediums can impact positively work performance. There have been noted studies on enterprise social media affordances with regards to the use of different platforms and the user experiences though these studies did not take into consideration how the design differences impacted the performance of enterprise social media platforms. To fill this knowledge gap, this research focused on determining the impact that a singular enterprise social media platform has on work performance, within the framework of knowledge transfer. This research collected data from 317 employees of a Malagasy company using the internal social media platform and it was found that the affordances of association, persistence, visibility and editability had a positive relationship with knowledge acquisition and knowledge provision, and these in turn also promoted work performance among them. The research also showed that there is a mediation effect of knowledge acquisition on the impact of ESM affordances on work performance. A key finding of this research was also in the fact that through the knowledge transfer process, organizations can co-create value in a sustainable way that impacts performance, and this is aided by the innovation process, along with the levers for action on the variables. The essential variables for which actions need to be taken are derived from the complex relationships of technology (ESM affordances), knowledge transfer (knowledge provision and knowledge acquisition) and organizational performance (work performance and task performance).

Keywords: Enterprise Social Media Affordances, Work Performance, Knowledge Transfer

1. INTRODUCTION

In recent years, social networks or social networking sites like Facebook, Twitter, Google+ and LinkedIn have gained popularity on the Internet (Statista, 2021). Millions of people have started to (1) create their public or semi-public profile on these platforms, (2) list the users with whom they are in contact, (3) view and browse their list of relationships and that of other system users (Aisenberg, 2016). Today, more than 2 billion people around the world use at least one social network and on average, global internet users spent 2 hours and 23 minutes on social media per day, though trends differed widely by country (Statista, 2021). While the general public is in favor of social networks, companies, for their part, face a dilemma: doing nothing, prohibiting it or on the contrary encouraging these practices within the professional sphere (Alahmad et al., 2018).

However, in a context where large organizations have to deal with geographically dispersed work teams or different business units, social networks can, if they are used properly, add value (Behrendt et al., 2017). Moreover, social media platforms have rendered communication so easy that any physical kind of journey is regarded unnecessary to conduct businesses, saving both time and resources. Companies have thus seen online social media possibilities in the workplace and have since encouraged the use of sites such as Facebook and LinkedIn within their organization (Alahmad et al., 2018). Nonetheless, information and communications between employees remain outside the corporate firewall and control on these public social networks. Concerned about IT security, data confidentiality and wishing to maintain a certain control over the reputation conveyed externally, more and more companies are inclined to develop their own social network functionalities and to deploy them on their very own Intranet (Carter et al., 2018).