

**THE MOTIVES FOR ENTERPRISE SOCIAL
NETWORK USAGE AND ITS EFFECT ON EMPLOYEE
JOB PERFORMANCE**

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Degree of Master of Business Administration in Information Technology

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Sri Lanka

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The dissertation was submitted in partial fulfillment of the requirements for the degree Masters of Business Administration in Information Technology.

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DECLARATION

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ABSTRACT

Enterprise Social Networks (ESN) have brought revolutionary changes to business organizations as they offer enormous potential to enhance collaboration, interaction, innovation, and efficiency. However, despite of these benefits many organizations have failed to encourage its employees to actively engage with ESN, making their investment decisions questionable. Therefore, in order to drive employees to use ESN more, it is important to examine what motivate employees to use ESN. Prior literature indicated that the findings were not conclusive in relation to the gratifications/motivations driving the employees to use ESN at work and the effect of ESN use on employee job performance. Therefore, this study focused on examining the motivations to use ESN and the effect of ESN use on employee job performance in terms of both in-role and innovative job performance.

A comprehensive literature review was conducted to identify the gratifications motivating the employees to use ESN. Identification of gratifications for this study was primarily based on the Uses and Gratification theory. Accordingly, information sharing, self-documentation, information seeking, entertainment and social interaction were identified as the gratifications driving the employees to use ESN at work. Based on the literature review, a conceptual framework was developed depicting the relationships between gratifications, ESN use, and employee job performance. This framework led to the development of nine hypotheses. Data were collected from employees in the software industry who use ESN at work, through an online survey-based structured questionnaire. The unit of analysis of the study was individual respondents and data were collected from 146 respondents.

The results revealed that amongst the five gratifications examined in this study, information sharing, self-documentation and social interaction have positive and significant effects on ESN use. It was also confirmed that ESN use has positive and significant effects on aggregate employee job performance as well as on both in-role and innovative job performance.

The findings of the study have both theoretical and practical implications. Because the studies examining the gratifications driving ESN use are scarce, the present study helps to fill the existing knowledge gap in this context. This is especially important in the Sri Lankan context. Further, the study could reveal five gratifications which were cited most by the previous researchers. The finding that ESN use has a positive and significant effect on employee job performance is important from an organizational perspective since they can motivate the employees to use ESN more as it results in better performance of them. Further, the findings can be used by organizations to justify the investments they make on ESN as it translates into better employee job performance.

Keywords: Enterprise social networks, Gratifications, Job performance, In-role job performance, Innovative job performance

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TABLE OF CONTENT

DECLARATION	I
COPYRIGHT STATEMENT	II
ABSTRACT	III
ACKNOWLEDGEMENT	IV
TABLE OF CONTENT	V
LIST OF TABLES	IX
LIST OF FIGURES	X
LIST OF ABBREVIATIONS	XI
1. INTRODUCTION	1
1.1. Background	1
1.2. Research Problem	2
1.3. Research Questions	4
1.4. Research Objectives	4
1.5. Significance of the Study	4
1.6. Chapter outline	5
2. LITERATURE REVIEW	7
2.1. Introduction	7
2.2. Enterprise Social Networks (ESN)	7
2.3. Uses and Gratifications theory	10
2.4. Gratifications and Enterprise Social Network Usage	12
2.5. ESN use and Employee job performance	17
2.6. Prevailing research gap	22
2.7. A systematic literature review approach to identify the factors affecting the ESN usage	23
2.8. Summary	25
3. RESEARCH METHODOLOGY	26
3.1. Introduction	26
3.2. Overall design of the study	26
3.2.1. Research philosophy	26

3.2.2.	Research Approach	27
3.2.3.	Research design.....	29
3.2.4.	Research strategy	31
3.2.5.	Research choice.....	32
3.3.	Conceptualization	33
3.4.	Hypotheses Development.....	36
3.5.	Unit of analysis.....	39
3.6.	Population and sampling	39
3.7.	Questionnaire design and development.....	43
3.7.1.	Scale of measurements	44
3.7.2.	Item generation and operationalization	46
3.7.3.	Pretesting the questionnaire	51
3.7.4.	Pilot Study of the questionnaire	53
3.8.	Methods of Data Collection	57
3.9.	Method of Data Analysis.....	59
3.10.	Summary	61
4.	DATA ANALYSIS AND DISCUSSION	62
4.1.	Introduction	62
4.2.	Data Cleaning process	62
4.3.	Demographic profile of the respondents	63
4.3.1.	Gender of respondents.....	64
4.3.2.	Age of respondents.....	64
4.3.3.	Job-levels of respondents	65
4.3.4.	Job functions of respondents.....	65
4.3.5.	Type of ESN used by respondents	66
4.3.6.	Experience of employees with ESN.....	66
4.4.	Descriptive Statistics	67
4.5.	Common method bias.....	70
4.6.	Test of normality	72
4.7.	Test of multicollinearity	73

4.8.	Analysis of structural equation model.....	74
4.8.1.	Assessment of measurement model for lower order constructs.....	77
4.8.2.	Assessment of measurement model for higher order constructs.....	85
4.9.	Assessment of Structural model.....	88
4.9.1.	Multicollinearity.....	89
4.9.2.	Testing of hypotheses.....	89
4.9.3.	Effect of gender on ESN usage.....	93
4.9.4.	Coefficient of determination (R^2).....	94
4.9.5.	The effect size (f^2).....	95
4.9.6.	Predictive relevance (Q^2).....	96
4.10.	Discussion of findings.....	98
4.10.1.	Objective 1: To identify different gratifications that motivate employees to use ESN.....	98
4.10.2.	Objective 2: To identify the relationship between the identified gratifications and ESN usage.....	99
4.10.3.	Objective 3: To identify the impact of enterprise social networks usage on employee job performance.....	106
4.11.	Summary.....	108
5.	CONCLUSION.....	109
5.1.	Summary of the findings.....	109
5.2.	Theoretical implications.....	112
5.3.	Practical implications.....	113
5.4.	Limitations.....	115
5.5.	Future direction.....	116
	REFERENCE LIST.....	117
	APPENDIX A – QUESTIONNAIRE.....	134
	APPENDIX B: TEST OF NORMALITY USING BOXPLOTS.....	139
	APPENDIX C: COMMON METHOD BIAS.....	143
	APPENDIX D: TEST OF NORMALITY.....	145
	APPENDIX E: INDICATOR RELIABILITY.....	147

APPENDIX F: RELIABILITY AND VALIDITY OF HIGHER ORDER
CONSTRUCT 150

LIST OF TABLES

Table 2.1: Summary of the motivations affecting ESN usage	24
Table 3.1: Operationalization of constructs	48
Table 3.2: Reliability and convergent validity	56
Table 3.3: Discriminant validity – Fornell-Larcker criterion	57
Table 4.1: Gender of respondents	64
Table 4.2: Age of respondents	64
Table 4.3: Job levels of respondents	65
Table 4.4: Job functions of respondents.....	65
Table 4.5: Types of ESN used by respondents	66
Table 4.6: Experience with ESN.....	67
Table 4.7: Construct Mean and Standard deviation values.....	68
Table 4.8: Item wise mean and standard deviation values.....	69
Table 4.9: VIF values.....	74
Table 4.10: Internal consistency reliability	78
Table 4.11: Item reliability analysis - Information seeking	79
Table 4.12: Item reliability analysis -Social interaction	79
Table 4.13: Component matrix- Social interaction	80
Table 4.14: Item reliability analysis - Innovative job performance	81
Table 4.15: Internal consistency reliability after deleting ISe_4,SI_4 and IP_2	81
Table 4.16: Convergent validity – AVE values	83
Table 4.17: Discriminant validity - Fornell Larcker criterion.....	84
Table 4.18: Discriminant validity - Heterotrait- Monotrait ratio (HTMT)	85
Table 4.19: Summary of hypotheses testing	91
Table 4.20: Group statistics.....	93
Table 4.21: Independent Sample T test.....	94
Table 4.22: Coefficient of determination	95
Table 4.23: f^2 effect size.....	96
Table 4.24: Predictive relevance and q^2 effect size.....	97

LIST OF FIGURES

Figure 3.1: Summary of research design.....	33
Figure 3.2: Conceptual framework	36
Figure 3.3: Daniel Soper sample size calculation	43
Figure 3.4: Measurement model of pilot study	55
Figure 4.1: SEM path diagram	90

LIST OF ABBREVIATIONS

AVE – Average variance extracted

CB-PLS – Covariance-based structural equation model

E - Entertainment

ESNs - Enterprise Social Networks

HTMT- Heterotrait-monotrait ratio

InP - In-role job performance

IP - Innovative job performance

IS - Information Sharing

JP - Job performance

PLS-SEM- Partial least squares structural equation model

SD - Self-documentation

SEM- Structural equation model

ISe - Information Seeking

SI - Social Interaction

VIF – Variance influence factor