

Exploring the Impact of Social Media Usage on Employee Performance: A Study at KPMG

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Abstract: In the era of global informatization, the proliferation of social media has significantly expanded its user base and application scope. Enterprises are increasingly incorporating social media training for employees to harness its potential in the workplace. This paper investigates the relationship between employees' social media usage and their performance by analyzing existing literature and conducting empirical research at KPMG. Utilizing SPSS26.0 software, descriptive, correlation, and regression analyses were performed on collected data to construct a questionnaire. The study identifies that internal social media usage duration positively influences task and innovation performance, while both internal and public social media usage frequency enhances task, relationship, and innovation performance. However, the duration of public social media platform usage shows no significant impact on work performance. The findings provide insights for adjusting social media usage policies and methods post-epidemic to enhance individual and organizational performance. Lastly, the paper suggests avenues for future research considering current data and analysis limitations.

Keywords: Social Media Use, Task Performance, Contextual Performance, Innovation Performance

1. Introduction

The widespread adoption of social media has transformed communication patterns, both personally and professionally. This shift is particularly notable in the corporate sector, where digital platforms have become integral to internal communication, especially amid the COVID-19 pandemic's remote work surge. These platforms facilitate real-time updates, project collaboration, and information dissemination within organizations. Additionally, public social media serves as a channel for informal communication, stress relief, and social interaction among employees. However, existing research often overlooks the nuanced effects of social media use on employee performance, particularly regarding internal versus public platform usage in terms of duration and frequency. This study investigates how the duration of internal social media use, frequency of public platform usage, and employee performance metrics (task, relationship, and innovation performance) are interrelated. Data from employees at KPMG and other foreign firms are collected through interviews and questionnaires to address this gap in understanding. Employing a mixed-method approach, insights are gathered from management perspectives and employee experiences [1]. Human resources and relevant management department interviews provide context on performance management practices and social

media implementation, while questionnaire surveys capture employee demographics, usage patterns, and performance metrics across departments. Statistical analysis using SPSS26.0 software enables a thorough examination of the data, including situation analysis, correlation analysis, and multiple linear regression analysis, to derive actionable conclusions. This research aims to develop practical management strategies tailored to firms like KPMG, offering insights into optimizing social media usage to bolster employee performance and organizational effectiveness.

2. Literature review

2.1. Definition and classification of social media

Social media, rooted in Internet technologies, enables users to engage in content creation and exchange. This study adopts a categorization of employee social media use derived from previous scholarly definitions, distinguishing between internal social media tools and public social media platforms. Internal social media tools are deployed by companies to facilitate efficient communication and collaboration among employees. These platforms serve as centralized hubs for sharing information, coordinating tasks, and fostering teamwork. Employees utilize these tools primarily to fulfill work-related obligations, such as sending internal emails, updating project statuses, and collaborating on shared documents. The emphasis is on streamlining intra-organizational communication and enhancing productivity through seamless information sharing and real-time interaction. On the other hand, public social media platforms encompass popular networks like WeChat, QQ, Weibo, Facebook, and Twitter. These platforms cater to a broader spectrum of social needs, allowing employees to freely express themselves, stay updated on current events, and engage in informal conversations with peers and family members [2]. Employees often turn to these platforms as outlets for socializing, alleviating work-related stress, and staying connected with their social circles beyond the confines of the workplace. The classification presented in the Table 1 delineates the distinct functionalities and purposes of internal versus public social media platforms, highlighting how each serves as a catalyst for different types of interactions and engagements.

Table 1: Classification and examples of social media tools.

Classification	Examples of social media tools
In-house office	DingTalk, Enterprise, WeCha, Worktitle, Asana
Employees socialize freely	WeChat, QQ, Weibo, Facebook

2.2. Research on employee performance

Social media, rooted in Internet technologies, enables users to engage in content creation and exchange. This study adopts a categorization of employee social media use derived from previous scholarly definitions, distinguishing between internal social media tools and public social media platforms. Internal social media tools are deployed by companies to facilitate efficient communication and collaboration among employees. These platforms serve as centralized hubs for sharing information, coordinating tasks, and fostering teamwork. Employees utilize these tools primarily to fulfill work-related obligations, such as sending internal emails, updating project statuses, and collaborating on shared documents. The emphasis is on streamlining intra-organizational communication and enhancing productivity through seamless information sharing and real-time interaction. On the other hand, public social media platforms encompass popular networks like WeChat, QQ, Weibo, Facebook, and Twitter [3]. These platforms cater to a broader spectrum of social needs, allowing employees to freely express themselves, stay updated on current events, and

engage in informal conversations with peers and family members. Employees often turn to these platforms as outlets for socializing, alleviating work-related stress, and staying connected with their social circles beyond the confines of the workplace. The classification presented in the Table 2 delineates the distinct functionalities and purposes of internal versus public social media platforms, highlighting how each serves as a catalyst for different types of interactions and engagements.

Table 2: Three major perspectives on defining employee performance.

Classification	Job performance measures
Result view	The results of employees completing tasks for the organization in work practice, and this series of results need to be closely related to the realization of organizational goals or values.
Behavioral view	The behaviors and actions that employees exhibit at work.
Comprehensive view	It should not only include the results of employees completing tasks and the behaviors performed at work, but also include work attitudes, interpersonal relationships, innovative behaviors, etc.

3. Theoretical perspective on the impact of social media on employee performance

3.1. Social capital theory

Lin Nan's social capital theory builds upon social resource theory, highlighting the societal value of resources accrued over time. These resources, categorized into social and personal resources, are vital for societal survival. Social resources encompass material and spiritual assets with economic outcomes, while personal resources focus on individual ownership and privacy, energizing the larger social resource pool. Capitalists strategically invest in social relationships to acquire market liquidity resources, navigating diverse communities and structures. Human agency drives the acquisition of social capital, as individuals proactively bolster their social standing. In the workplace, employees leverage social media to acquire essential resources, tapping into networks and collaborating online. Lin Nan's theory underscores the role of human agency in navigating social structures and using digital platforms for professional advancement [4].

3.2. Social exchange theory

Homans' social exchange theory posits that interpersonal interactions involve exchanges of resources or behaviors to achieve mutually beneficial outcomes. Individuals seek to maximize rewards and minimize costs, aiming for win-win outcomes. Active engagement on social media within organizations reflects employees' intrinsic motivation to communicate and share information. This enhances knowledge dissemination, fosters collaboration, and improves problem-solving capabilities. Social media also strengthens interpersonal relationships, building trust and cohesion within teams. This fosters a sense of belonging and boosts team morale and performance. Additionally, improved team dynamics lead to increased recognition and satisfaction, enhancing engagement and commitment to organizational goals [5]. Homans' theory provides a framework for understanding the impact of social media on employee behavior and organizational success, highlighting its potential for fostering collaboration and enhancing relationships.

3.3. Communicate visualization theory

Communication visualization theory advocates for the use of visual symbols to enhance information exchange within enterprises. Internal corporate social media platforms play a key role in promoting transparent communication among employees, facilitating seamless information exchange and

decision-making. These platforms offer clarity and accessibility, fostering collaboration across teams and departments. Public social media platforms, while offering privacy, provide diverse channels for information dissemination, enriching employees' awareness and understanding. Overall, leveraging visual communication methods enhances information exchange and collaboration, contributing to organizational productivity and innovation [6].

4. Research model and hypothesis

4.1. The impact of social media tools on employee task performance

Corporate social media use facilitates knowledge sharing in virtual teams, enhancing individual performance. Employees actively seek network resources via the company's internal platform, staying updated on team progress and managing tasks efficiently. For example, KPMG's audit department relies on the internal system for real-time communication and task management, supporting the hypothesis that internal social media duration positively influences task performance (H1). Different departments exhibit varied work patterns. While some, like KPMG's human resources department, prioritize internal platforms for standardized procedures, others, like the audit department, emphasize usage frequency due to intermittent workflows. Thus, the hypothesis suggests that internal social media frequency positively impacts task performance (H2). Despite internal focus, many employees collaborate beyond company boundaries [7]. For instance, KPMG's recruitment team leverages both internal and public platforms for hiring. Increased public social media use reflects proactive engagement, especially evident in online recruitment during the pandemic. Hence, the hypothesis suggests that public social media platform frequency positively affects task performance (H3).

4.2. The impact of social media tools on employee relationship performance

Employees utilize social media to maintain relationships with colleagues, fostering friendship and trust, as per social exchange theory. This interaction facilitates knowledge exchange, enhancing organizational cohesion and commitment. Internal platforms, crucial for information security, foster tacit understanding and teamwork trust through frequent interaction, bolstering employees' sense of belonging and commitment to organizational goals. Thus, the hypothesis posits that internal social media use frequency positively influences relationship performance (H4). Similarly, public platforms, such as WeChat, facilitate informal communication, albeit not strictly work-related, nurturing interpersonal bonds [8]. Employees' logged-in duration on such platforms correlates with relationship performance, thus affirming the hypothesis (H5). Moreover, active engagement on public platforms strengthens camaraderie among colleagues, alleviating isolation and bolstering relationship performance, as hypothesized (H6). Through these interactions, employees forge deeper connections, fostering a conducive work environment and driving organizational success.

5. Empirical analysis

5.1. Research design

The study utilized a questionnaire survey method for data collection, incorporating established domestic and foreign scales. Questionnaires were distributed electronically via Questionnaire Star and comprised four sections: a preface, basic personal information, measurement of independent variables, and measurement of dependent variables. Dependent variables were assessed using a five-point Likert scale. To mitigate method bias, randomization of item order and a single-factor Harman test were employed, revealing no significant homologous variance bias.

Variable measurement included:

Duration and Frequency of Internal Social Media Use: Assessing employees' engagement with internal social media in terms of duration and frequency.

Duration and Frequency of Public Social Media Use: Evaluating employees' participation in public social media platforms [9].

Task Performance: Utilizing a scale adapted from Method (2015) and Williams and Anderson (1991).

Relationship Performance: Employing a scale developed by Van Scotter and Motowidl o (1996), assessing human-computer facilitation and work dedication.

Innovation Performance: Utilizing a scale by Zhang Zhengang et al. (2016) to gauge employee innovation performance.

These standardized measurements provided robust data for analyzing the relationship between social media use and employee performance.

5.2. Sample Distribution and Analysis

A survey was conducted among employees of KPMG accounting firm via an online questionnaire. Out of 182 initial responses, 33 invalid questionnaires were excluded due to excessively short response times, resulting in 149 valid responses and an effective recovery rate of 81.87%. Demographic characteristics illustrate a predominantly young and middle-aged workforce, with a nearly balanced gender ratio and varied job positions, primarily in financial auditing.

Firstly, a focus was placed on multiple-choice questions to understand employees' preferences for public social media platforms. WeChat emerged as the most popular platform, with 28% usage, followed by DingTalk and Enterprise WeChat. Employees exhibited uniformity in platform preferences, with other platforms garnering minimal attention. Secondly, SPSS26.0 statistical analysis software was employed to compare scale scores for task performance, relationship performance, and innovation performance. This analysis provides insights into employee demographics and preferences, setting the stage for further exploration of the relationship between social media use and performance metrics [10].

5.3. Impact of Individual Factors on Employee Performance

The examination of various dimensions such as gender, marital status, age, and position type sheds light on their influence on employee performance in the workplace.

Gender Differences:

An independent sample T-test in SPSS26.0 revealed no significant differences in task performance, relationship performance, innovation performance, or overall employee performance between male and female employees. The p-values for all variables were greater than 0.05, indicating no gender-based disparities.

Marital Status Impact:

Similarly, an independent sample T-test showed no significant differences in task performance, relationship performance, innovation performance, or overall employee performance between unmarried and married employees. All p-values exceeded 0.05, suggesting marital status does not affect employee performance.

Age Variation:

An analysis of variance (ANOVA) test showed no significant difference in task performance across different age groups, but significant differences were observed in relationship performance, innovation performance, and overall employee performance. Bonferroni's post hoc multiple comparisons revealed that employees over 51 years old had significantly lower performance in these dimensions compared to younger age groups.

Position Type Influence:

A single-factor ANOVA test indicated no significant differences in task performance, relationship performance, innovation performance, or overall employee performance across different position types. All p-values were greater than 0.05, indicating no significant impact of position type on employee performance.

These findings suggest that while individual factors such as gender, marital status, and position type may not significantly affect employee performance, age differences can influence relationship performance, innovation performance, and overall performance, particularly among older employees.

6. Conclusion

This study, drawing on social capital theory, social exchange theory, and communication visualization theory, explores how employees' use of internal and public social media affects their performance. Regression analysis of 149 data points reveals key findings: internal social media use duration positively impacts task and innovation performance, while both internal and public social media usage frequency positively affect task, relationship, and innovation performance. Public social media use duration, however, does not significantly impact performance. Control variables, notably age, may influence correlation results. The study emphasizes the importance of usage frequency over duration, highlighting employees' activity on these platforms. Management implications include fostering responsible public social media usage and leveraging social media for enhanced collaboration and data utilization. Limitations include a focus on positive impacts, neglecting potential negatives. Future research should explore social media's multifaceted nature and its impact on team performance across various industries.

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