

# The Impact of Social Media in Shaping Employee Trust and Organizational Outcomes in the Digital Age

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## Abstract

One of the communication channels that is changing the fastest is Social Media, which has permanently altered the dynamic between businesses, employees, and customers. While a plethora of study has been done in the West and certain parts of Asia regarding the effects of Social Media in the workplace, no comparable studies have been done in the Indian workplace. This study looks at how Social Media use affects employees' Trust in the workplace in India and how that Trust affects Job Performance, Organizational Commitment, and Innovative Behaviour. The data was analyzed using both qualitative and quantitative methods. Our empirical investigation demonstrates that Open Communication in the context of Social Media usage has no discernible effect on Innovative Behaviour, Organizational Commitment, or Job Performance. This study suggests that organization should use Social Media to invest in their people, and build positive trust in the workplace for increased Job Performance, higher Organizational Commitment, and enhanced Innovative Behaviour.

Key words: Social Media, Trust, Open Communication, Normative Trust, Calculative Trust

## CHAPTER 1: INTRODUCTION

According to Qualman, Socialnomics, Social Media represents the largest change since the Industrial Revolution (Wani et al., 2014). Social Media has been successful in advancing human social interaction by developing into a vital resource for fostering connections between individuals. Due to social media's immense influence on human behavior, its leap into mobile technology has resulted in greatly increasing usage patterns (Bialy, 2017). Social media is becoming more and more prevalent in organizations due to the necessity of the internet. Social media has permanently changed the dynamic between companies, employees, and customers since it is accessible to everyone, interactive, real-time, transparent, and non-hierarchical (Dutta, 2010). (Aral et al., 2013). Social media's quick development and widespread use have completely changed how people communicate in daily life.

### 1.1 Background of the Study

In the framework of Social Media use in Indian workplaces, this study investigates and describes the little-known relationship between Trust and Job Performance, Organizational Commitment, and Innovative Behaviour. The significance of Social Media at work is perceived by employees based on a number of factors, including the sub-variables of Trust—Open Communication, Normative Trust, and Calculative Trust—which are also examined. Additionally, a relationship between these variables and sub-variables related to the intensity of social media use and Job Performance, Organizational Commitment, and Innovative Behavior is attempted to be explored.

#### 1.1.1 Job Performance

Campbell (1990) defines Job Performance as “behaviour or action that is relevant to the goals of the organization.”

### **1.1.2 Organizational Commitment**

Organizational Commitment is a psychological condition that describes a worker’s relationship with their employer and influences their decision to stay a member of the organization (Meyer & Allen, 1991).

### **1.1.3 Innovative Behaviour**

Innovation is defined as the deliberate introduction and implementation of concepts, practices, or procedures that are novel to the unit of adoption in question within a position, group, or organization and intended to greatly benefit the individual, the group, or the organization (Pundt et al., 2010).

### **1.1.4 Trust**

The study of trust in the workplace is important because when there is trust, there is less ambiguity about the future and less need to constantly prepare for the prospect of employees acting opportunistically. By removing conflict and reducing the need for formal procedures that penalize members of the group for their lack of trust in one another, trust lubricates the efficient, harmonious operation of the organization (Lewicki & Bunker, 1996). In a professional situation, the initial stage of trust is not built on intense emotion; rather, it changes over the course of the relationship - early, developing, and mature. Enhanced trust among colleagues leads to a greater willingness to take risks.

## **1.2 Statement of the Problem**

Wavecrest (2006) states that in a few years, social networking sites will replace the common platform used in offices such as email, instant messaging, and Microsoft SharePoint. This has proven true, especially during the Coronavirus Pandemic (2020-21), a period of great transition, where the focus of the work environment during the first six to nine months of the pandemic was on "translating" the interactions and routines of the physical workplace into a digital workplace (Högberg & Willermark, 2024).

Open Communication in Social Media might be used to vent out their frustration in the workplace or as one of the senior partner in a prestigious Indian company mentioned in his LinkedIn.

*“If there is a difference of opinion, pick up a phone or meet someone face-to-face to clarify. Social Media exchanges at times turn to a war of words. Worse, breach of trust and relationships.”*

This paper would like to study if employees in Indian workplace makes use of Open Communication in Social Media for better Job Performance, Organizational Commitment and Innovative Behaviour or they prefer the traditional face-to-face communication.

No other studies have yet looked into the possible advantages of Social Media in terms of Job Performance, Organizational Commitment, and Innovative Behaviour in relationship with Trust in terms of each sub-variables in the Indian workplace. This study attempts to fill this gap in the literature on Social Media by analyzing whether the use of Social Media in the Indian workplace impacts Job Performance, Organizational Commitment and Innovative Behaviour, in relationship with Trust.

## **1.3 Rationale of the Study**

Due to its increasing adoption as the main mode of communication, Social Media has gained significance in the workplace. Social Media is widely utilized to foster employee cooperation, job-related postings, knowledge and skill sharing, opportunities through connections, and trust-building. There are numerous research on the effects of Social Media use in the workplace on outcomes linked to the job, such as job satisfaction, job performance, and organizational commitment, but none specifically examine the influence of Social Media on Trust in the context of Job Performance, Organizational Commitment, and Innovative Behaviour in Indian workplaces. In the context of Social Media use in connection to Job

Performance, Organizational Commitment, Innovative Behaviour, and trust, this study aims to investigate the mechanisms that underlie the relationship between each of the sub-variables.

#### **1.4 Objective of the Study**

The purpose of this study is to gain a thorough understanding of how Social Media affects Job Performance, Organizational Commitment, and Innovative Behaviour in Indian workplaces and the sub-variables of Trust - Open communication, Normative trust, and Calculative trust are the sub-variables.

The objectives have further been broken down into following sub-objectives:

1. To identify the relationship between Job Performance and Trust in the context of the usage of Social Media.
2. To identify the relationship between Organizational Commitment and Trust in the context of the usage of Social Media.
3. To identify the relationship between Innovative Behaviour and Trust in the context of the usage of Social Media.

#### **1.5 Sample of the Study**

The target population for this study is working professionals in India who use Social Media at work. The diversity of the Indian workforce led to its selection for this study, which is likely the country's first of its kind. Since Social Media users and strictly working professionals in India make up our target demographic, a convenience sampling must be used. The study includes entities that are part of the public, private, and government sectors. The survey included 355 leaders, managers, and executives as respondents, from a range of backgrounds.

#### **1.6 Scope of the Study**

This study focuses on how employees in the public, private, and government sectors use social media to build Trust in the context of Job Performance, Organizational Commitment, and Innovative Behaviour in the Indian workplace. Additionally, it focuses on how Social Media use affects the sub-variables of Trust - Calculative trust, Normative trust, and Open Communication, and how these may be related to Job Performance, Organizational Commitment, and Innovative Behaviour in Indian workplaces. The survey included Indian workers who utilize Social Media. While past research has concentrated on the use of social networking sites in the workplace, this study covers all Social Media platforms, including YouTube, videoconferencing, internal social media, blogs and microblogs, social networking sites, and Telegram.

## **CHAPTER 2: THEORETICAL FRAMEWORK**

### **2.1 Social Media: An Introduction**

Kaplan and Haenlein (2010) defined Social Media as “a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of user-generated content” (p.61). They further classified Social Media under six categories:

1. Collaborative Projects e.g. Wikipedia
2. Blogs and Microblogs e.g. X (previously Twitter)
3. Content Communities e.g. YouTube
4. Social Networking Sites e.g. Facebook, LinkedIn
5. Virtual Game Worlds e.g. World of Warcraft and
6. Virtual Social Worlds e.g. Second Life

Since we are dealing with the use of Social Media in the workplace, we will be focusing on the first four categories of Social Media; Social Networking Sites, Blogs and Microblogs, Content Communities, and Collaborative Projects

Since our study is to understand the impact of Social Media in the Indian workplace in relation with Trust and its sub-variables, let us first understand what is Trust and its sub-variables.

## 2.2 Trust

There are three types of trust in a professional relationship (Lewicki & Bunker, 1996):

- *Calculus-based trust*: This trust is based on accepting a certain degree of vulnerability determined by the estimated expenses of preserving or ending a connection. It is the expectation founded on the trade-off between utility and risk.
- *Knowledge-based trust*: This trust is based on behaviour predictability. This form of trust develops over time, and it involves knowing the other person relatively well enough to anticipate their behaviour.
- *Identification-based trust*: This trust is based on the emotion connected between two parties where they understand, agree, and empathized with the other person's desires and intentions.

For our study, we focus on 3 factors of Trust: Open Communication, Normative Trust, and Calculative Trust.

### 2.2.1 Open Communication

Eisenberg and Witten (1987) have defined openness or open communication as the disclosure of personal information, disclosure of non-personal information such as work plans or objectives, and the linguistic choices, how clear or ambiguous disclosure may be.

### 2.2.2 Normative Trust

Trust is being intentionally vulnerable to another person with the faith that the person will not do you harm (Cohen and Dienhart, 2013). Normative trust is also described as authentic trust (Mizrachi et al., 2007).

### 2.2.3 Calculative Trust

According to Mizrachi et al. (2007), "Calculative trust occurs in interactions which are impersonal but influential, in which relationships are circumscribed, such as bureaucracies, contracts, and the market."

## 2.3 Model of the Study

The objective of the research study is to understand the impact of the usage of Social Media in the workplace in relation with Job Performance, Organizational Commitment, and Innovative Behaviour. The model presented in Figure 2.1 depicts the relationships that the study plans to examine.

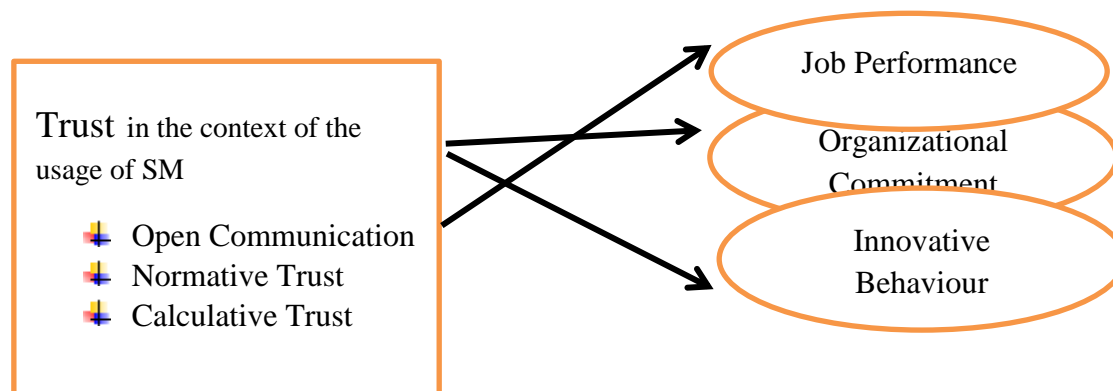


Figure 2.1: Proposed theoretical Model of the study

Social media adoption in the workplace is gaining acceptance among organizations. The goal of this study is to investigate several variables related to trust that may have an impact on the potential direct and indirect advantages that utilizing Social Media at work may have on Innovative Behavior, Job Performance, and Organizational Commitment.

## **CHAPTER 3: LITERATURE REVIEW**

### **3.1 Social Media in the Workplace**

Social Media has revolutionized the way we communicate, collaborate, consume, create information, and entertain ourselves. Social Media has transformed the organization, marketplace, and society dynamic and how the organization relates to it. The rise of Social Media has posed new challenges for organizations. It has disrupted entire industries and has redefined all aspects of the organization, from finance to human resource management, by creating a new world of possibilities and challenges (Aral et al., 2013). Social Media is a unique technology for organizational communication as it allows dyadic communication to be added, seen, and stored by any member of the organization, thus making it possible for any other member to search, enquire and learn from these communications between and within employees (Leonardi, 2015).

Individuals are now more publicly visible than ever thanks to Social Media (Aral et al., 2013). In one way or the other, every person is now practically forced to engage with social media, it can be to be a part of the office or family WhatsApp group or to maintain one's resume on LinkedIn. Every company needs to have a social media strategy and presence. Internally, businesses are using social media more and more to improve knowledge management and internal communication. Social Media has 'enforced digital workplace' (Högberg & Willermark, 2024) where employees are required to do work activities using digital technologies such as Zoom, Google Meet and communication, data sharing, information sharing and gathering etc. through WhatsApp, X (Twitter), LinkedIn etc. Chen et al. (2024) refers to the term Social Media use (SMU) as how employees use Social Media to improve communication and teamwork in the workplace.

Social Media is a double-edged sword, which could prove to be both advantageous and detrimental to the organization. Regardless of its numerous benefits, Social Media has its dark sides in the form of cyber bullying, trolling, privacy invasions, fake news, online firestorms, and addictive use (Baccarella et al., 2018). There is also the issue of employees getting 'addicted' to Social Media or treating it as a 'guilty pleasure,' something that needs to be kept secret or concealed while working (Carlson et al., 2016). There is also the concern of sharing too much on Social Media, especially about work problems, issues and co-workers, to gain support, sympathy, and privileges from online contacts and higher authorities (Kanwal et al., 2023). Excessive use of Social Media at work can also lead to Social Media overload – information overload, communication overload and social overload, which leads to stress and emotional exhaustion (Yu et al., 2018). Social Media overload is also experienced by the employees when they use Social Media for both personal and professional purposes in the workplace excessively, surpassing their own processing capacity (Gao & Zhao, 2024).

Increases in job performance, organizational commitment, and innovative behavior are a few ways that employees' attitudes have improved as a result of the Social Media usage in the workplace.

### **3.2 Job Performance**

The term "Job Performance" describes the scalable behaviour, actions, and results that employees embark on or produce that are related to and help achieve organizational objectives (Viswesvaran & Ones, 2000). It describes how effectively an employee carries out their work-related responsibilities (Caillier, 2010).

Employees' performance is measured based on job-related tasks which are assigned and coordinated by the organization, to meet the organizational goals. Since a satisfied employee is more productive, therefore Job performance will increase as job satisfaction increases (Caillier, 2010). This leads to the following hypothesis:

H1: There is a positive relationship between Trust in the context of the usage of Social Media and Job Performance

### **3.3 Organizational Commitment**

The degree to which a person identifies with and participates in a specific organization is commonly known as their organizational commitment (Fiorito et al., 2007). Three main elements make up organizational commitment: (1) a strong commitment to the organization's goals, (2) a readiness to put in a lot of effort on its behalf, and (3) a clear desire to stay a member (Angle & Perry, 1981).

Organizational support is considered one of the most important predictors of Organizational Commitment (Dwivedi et al., 2013). This kind of support provides an emotional attachment to the organization, thus making them feel pride and attached to the organization (Dessler, 1999). Employees who are proud to be a part of the organization tend to be more committed to the organization (Mowday et al., 1979), hence our interest in this area. This leads to the following hypothesis:

H2: There is a positive relationship between Emotion in the context of the usage of Social Media and Organizational Commitment

### **3.4 Innovative Behaviour**

Innovative Behaviour is defined as an employee's activity which focuses on creating, applying, and implementing unique ideas, products, processes, and procedures to their position, department, or organization (Kheng et al., 2013). It is the ability to work toward the invention and achievement of newer and more advantageous ideas applicable to various processes, products, or procedures on an individual basis or in a team environment (Khodakarami & Zakaria, 2015). Identifying and creating new concepts or solutions that go against established norms and processes is the first step towards innovation. This leads us to the following hypothesis:

H3: There is a positive relationship between Trust in the context of the usage of Social Media and Innovative Behaviour

### **3.5 Trust**

Trust is defined as the willingness of a trustor to place his faith in a person or a group of people, based on the positive expectation of the intentions and behaviour of the trustee and not take advantage of his vulnerability (Martins, 2002). Trust does not come naturally, it needs to be carefully organized and administered (Lewicki & Bunker, 1996).

The five personality aspects of Trust, also referred to as the 'big five,' include agreeableness, conscientiousness, resourcefulness (openness to experience), emotional stability, and extraversion, are considered the roots of interpersonal trust between supervisors and subordinates (Martins, 2002). Trust facilitates cooperation, higher performance, and/or more positive attitudes and perceptions in the workplace (Dirks & Ferrin, 2001).

### **3.6 Use of Social Media as a Tool for Trust**

Some of the key pillars of trust are Open Communication, Normative Trust, and Calculative Trust.

#### **3.6.1 Open Communication and Social Media**

Social Media is one form of media in which open communication or true feedback can take place. Social media has made communication between hierarchical levels (vertical communication) and functional units (horizontal communication) much easier (Huy & Shipilov, 2012). Openness in communication greatly depends on the "approachability" of superiors (Friebel & Raith, 2004). If there is

mutual trust between both parties, then employees tend to be more open. Open Communication can also have a major detrimental effect in the form of a supervisor's wrath. In some cases, supervisors who are aware that subordinates have made complaints about them or given them negative ratings may retaliate by assigning undesirable tasks, withholding increments, or generally making the employees' jobs more difficult (Friebel & Raith, 2004). Despite the manager's effort to resist biases, it is a human tendency to incline to information that supports the first impression (Eisenberg & Witten, 1987). Thus, we have following set of hypotheses:

H1a: There is a significant relationship between Open Communication and Job Performance in the context of the usage of Social Media

H2a: There is a significant relationship between Open Communication and Organizational Commitment in the context of the usage of Social Media

H3a: There is a significant relationship between Open Communication and Innovative Behaviour in the context of the usage of Social Media

### **3.6.2 Normative Trust and Social Media**

Interaction on social media through the phenomenon of virtual or virtual praises "digital gestures" such as Facebook's well known like-button connects members from similar organizations constantly (Hauptmann & Steger, 2013). These virtual connections allow the possibility of trust amongst the employees, thus creating a scenario of 'working together' or 'being together' in an organization. Once a person is connected with their manager on social media, they develop a certain level of trust. Dirks and Ferrin, (2001) suggested that trust in one's manager directly increases job satisfaction as managers are responsible for many duties that have a major effect on an employee's job satisfaction, such as performance evaluations, guidance on job responsibilities, and training.

However, sometimes Social Media may be used to gather manpower and riot against management or even leak important company data intentionally or unintentionally when sharing things online (Hauptmann & Steger, 2013). In some cases, management uses Social Media to gain the trust of their employees or colleagues in order to steal their ideas or to spy on employees' privacy (Hauptmann & Steger, 2013). Thus, we have the following set of hypotheses:

H1b: There is a significant relationship between Normative Trust and Job Performance in the context of the usage of Social Media

H2b: There is a significant relationship between Normative Trust and Organizational Commitment in the context of the usage of Social Media

H2b: There is a significant relationship between Normative Trust and Innovative Behaviour in the context of the usage of Social Media

### **3.6.3 Calculative Trust and Social Media**

The perfect example of Calculative Trust in Social Media is LinkedIn. If an invitation to connect is sent on LinkedIn and the other party accepts the invitation, it is implied as a sense of having a ticket, or a promise to consider a future request (Skeels & Grudin, 2009). No success is guaranteed in this implication; however, the intention of the invitation is sent on the possibility of success. It is also an inexpensive way of making a professional connection. LinkedIn can be beneficial for background checks on the interviewer before a Job interview or before a professional meeting. Paying users can do searches for LinkedIn members who fit specific vocational or other criteria, which is very helpful for consultants or recruiters (Skeels & Grudin, 2009). However, in the case of Facebook, the bridge between personal and professional life might take a toll once a person is friends with people from work or most importantly his/her boss. In such cases, it can be dangerous to have too much information on the internet. Thus we have following set of hypotheses:

H1c: There is a significant relationship between Calculative Trust and Job Performance in the context of usage of the usage of Social Media

H2c: There is a significant relationship between Calculative Trust and Organizational Commitment in the context of the usage of Social Media

H3c: There is a significant relationship between Calculative Trust and Innovative Behaviour in the context of the usage of Social Media

#### **CHAPTER 4: RESEARCH METHODOLOGY**

The term "research methodology" describes the methodical process of gathering pertinent data in order to fulfill the goals of the study.

##### **4.1 Research Hypothesis**

*H1. There is a positive relationship between Trust in the context of the usage of Social Media and Job Performance*

H1a. There is a significant relationship between Open Communication and Job Performance in the context of the usage of Social Media

H1b. There is a significant relationship between Normative Trust and Job Performance in the context of the usage of Social Media

H1c. There is a significant relationship between Calculative Trust and Job Performance in the context of the usage of Social Media

*H2. There is a positive relationship between Trust in the context of the usage of Social Media and Organizational Commitment*

H2a. There is a significant relationship between Open Communication and Organizational Commitment in the context of the usage of Social Media

H2b. There is a significant relationship between Normative Trust and Organizational Commitment in the context of the usage of Social Media

H2c. There is a significant relationship between Calculative Trust and Organizational Commitment in the context of the usage of Social Media

*H3. There is a positive relationship between Trust in the context of the usage of Social Media and Innovative Behaviour*

H3a. There is a significant relationship between Open Communication and Innovative Behaviour in the context of the usage of Social Media

H3b. There is a significant relationship between Normative Trust and Innovative Behaviour in the context of the usage of Social Media

H3c. There is a significant relationship between Calculative Trust and Innovative Behaviour in the context of the usage of Social Media

##### **4.2 Research Design and Approach**

Research design provides a framework of procedures and techniques utilized for doing the research. The primary methods of data collection for this descriptive study are the survey method and the interview approach. This research used a deductive methodology, whereby testable hypotheses were formed on the basis of accepted theories (as shown in Chapters 2 and 3), and conclusions on the correlations between variables are produced on the basis of analysis results (Chapter 5). Both quantitative and qualitative data are used in this study. Respondents were given survey questionnaires, which were used to gather quantitative data. Employees from a variety of firms participated in semi-structured interviews to provide qualitative data.



### **4.3 Data Collection Procedure**

The gathering of data is a crucial component of any research project and establishes the suitability of the study's results. The study made use of primary data. Using a structured questionnaire, primary data was gathered from working professionals in India who use social media and are employed by different companies. Over 2000 working professionals from a variety of industries, ages, and jobs were sent the surveys via the Google link, and 355 valid answers were gathered by online social media collection. The study encompassed employees from the public, private, and government sectors.

### **4.4 Data Analysis Method**

The three crucial steps of data analysis were followed by the data collection. 1) Cleaning and screening of data, 2) Validation of measurement models, and 3) Assessment of structural models. First, the gathered data was processed, and descriptive analysis was performed using IBM SPSS Statistics (version 26). The structural model evaluation and measurement model validation were conducted using the SmartPLS (v.4.0.9.2) approach to structural equation modeling (SEM).

Information systems and many other disciplines that employ multivariate statistical techniques frequently employ the PLS-SEM approach. SEM is now the main analytical method for evaluating mediated models since it makes use of latent variables and route analysis (Hair et al., 2014). Path analysis is a statistical method for multiple regression analysis that facilitates the examination of effect patterns inside a model. SmartPLS 4 software was used to perform Partial Least Squares (PLS) - SEM.

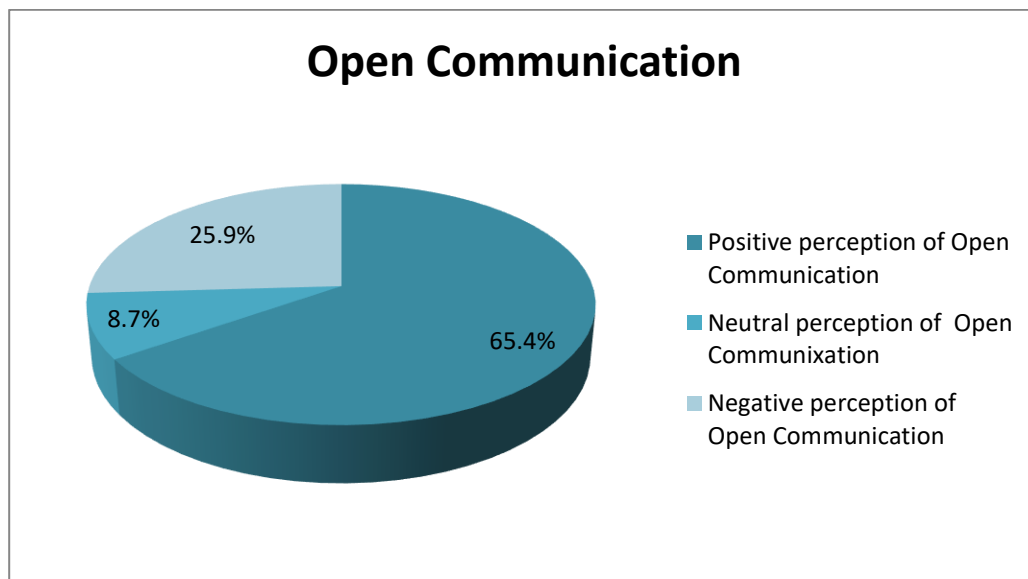
## **CHAPTER 5: RESULTS AND FINDINGS**

### **5.1 Descriptive Statistics**

The study's sample can be quantitatively represented thanks to descriptive statistics, which use mean and standard deviation.

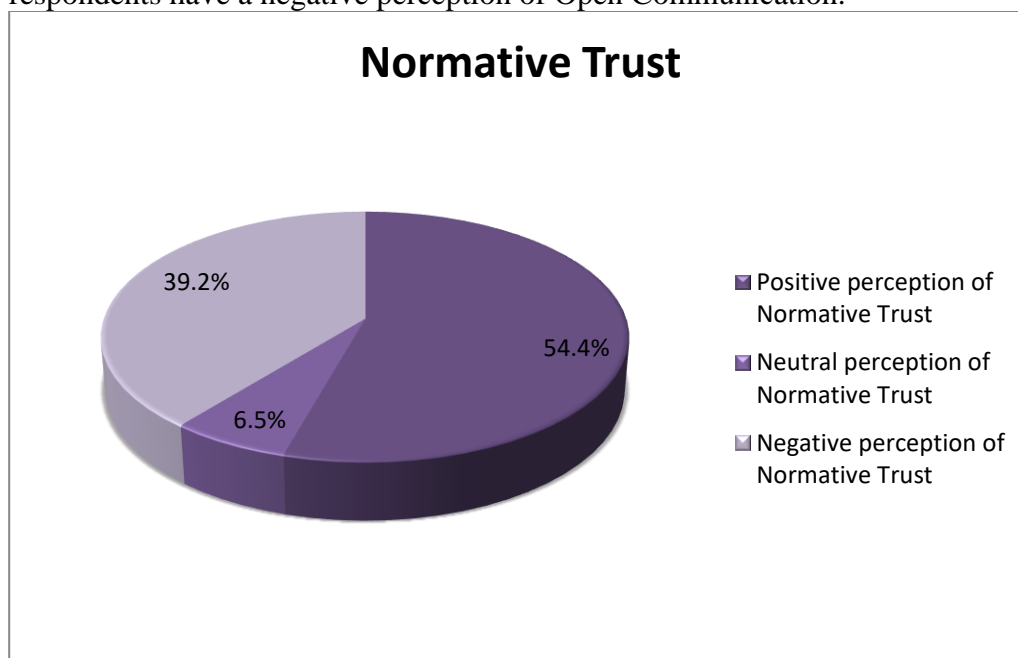
#### **5.1.1 Preference of Respondents for Usage of Trust**

In order to understand the preferences of the respondents for the sub-variables of Trust, based on the Likert 5-point scale (1 = Strongly Disagree, 2 = Disagree, 3 = Neither Agree nor Disagree, 4 = Agree, 5 = Strongly Agree), it has further been segregated into Positive perception - above 3, Neutral perception - 3, and Negative perception - below 3.



**Figure 5.1:** Preference for Usage of Open Communication

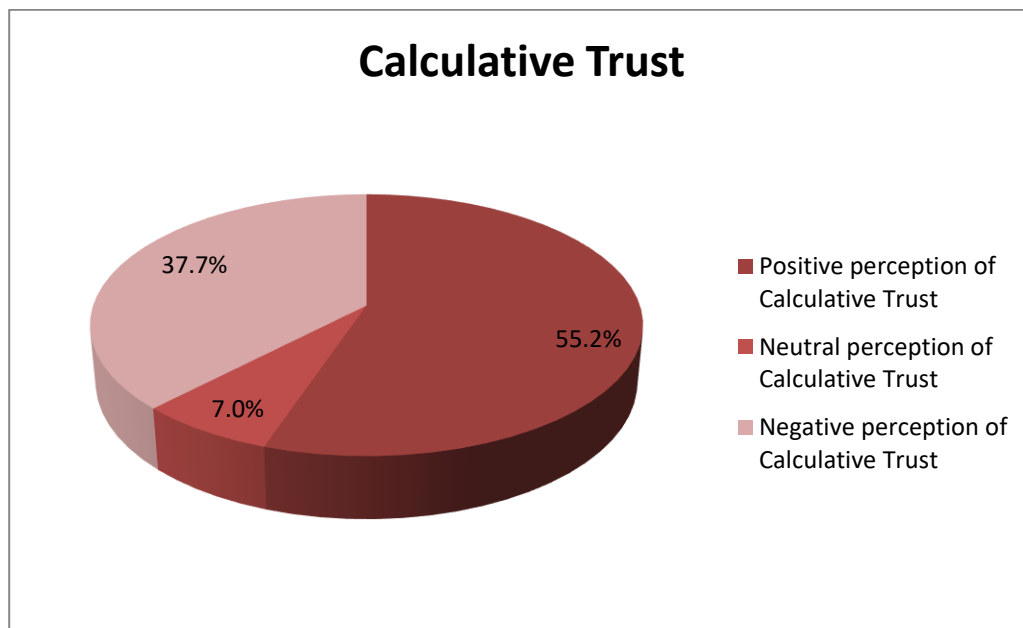
Figure 5.1 shows that 65.4% of the respondents have a positive perception of Open Communication, 8.7% of the respondents have a neutral perception of Open Communication, and 25.9% of the respondents have a negative perception of Open Communication.



**Figure 5.2:** Preference for Usage of Normative Trust

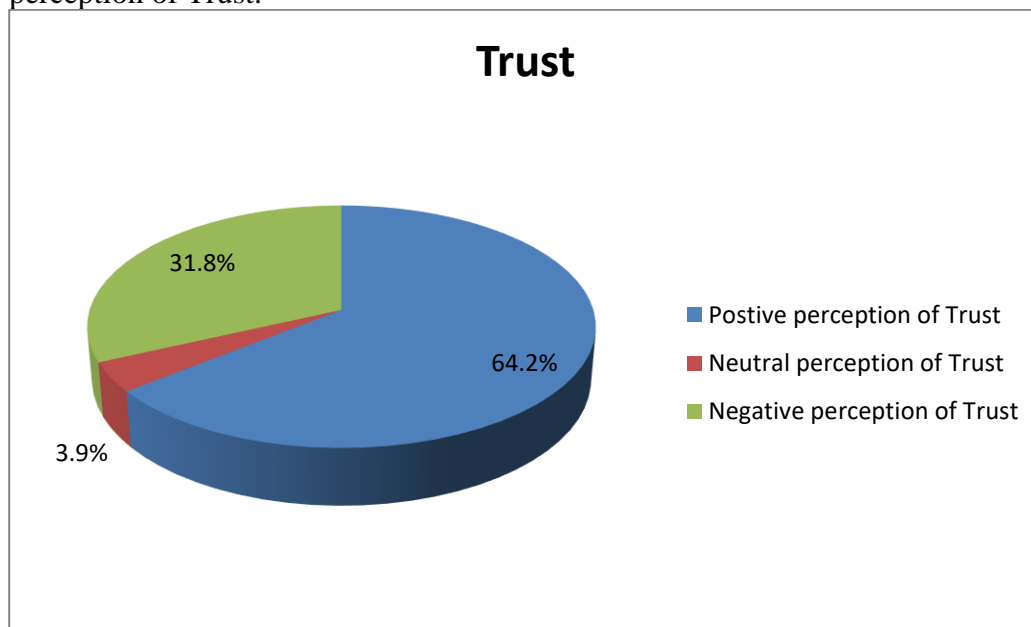
Figure 5.2 shows that 54.4% of the respondents have a positive perception of Normative Trust, 6.5% of the respondents have a neutral perception of Normative Trust, and 39.2% of the respondents have a negative perception of Normative Trust.

Figure 5.3 shows that 55.2% of the respondents have a positive perception of Calculative Trust, 7.0% of the respondents have a neutral perception of Calculative Trust, and 37.7% of the respondents have a negative perception of Trust.



**Figure 5.3:** Preference for Usage of Calculative Trust

The combined preference of all the sub-variables of Trust is shown in below, taking the average of Open Communication, Normative Trust, and Calculative Trust. The scale above 3 has been segregated as Positive perception of Trust, scale 3 as Neutral perception of Trust, and below 3 as Negative perception of Trust.



**Figure 5.4:** Preference of Respondents for Usage of Trust

Figure 5.4 shows that 64.2% of the respondents in have a positive perception of Trust, 3.9% of the respondents have a neutral perception of Trust, and 31.8% of the respondents have a negative perception of Trust.

### 5.1.2 Normality Analysis

To test the normality of the data, Kolmogorov-Smirnov test and Shapiro-Wilk test were used. The results are given below in table 5.1.

**Table 5.1:** Tests of Normality

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
JP1	.197	355	.000	.907	355	.000
JP2	.177	355	.000	.914	355	.000
JP3	.167	355	.000	.916	355	.000
JP4	.183	355	.000	.907	355	.000
JP5	.171	355	.000	.914	355	.000
OC1	.183	355	.000	.903	355	.000
OC2	.195	355	.000	.892	355	.000
OC3	.180	355	.000	.880	355	.000
OC4	.201	355	.000	.862	355	.000
OC5	.179	355	.000	.909	355	.000
IB1	.187	355	.000	.902	355	.000
IB2	.189	355	.000	.903	355	.000
IB3	.215	355	.000	.899	355	.000
IB4	.191	355	.000	.902	355	.000
IB5	.173	355	.000	.909	355	.000

a. Lilliefors Significance Correction

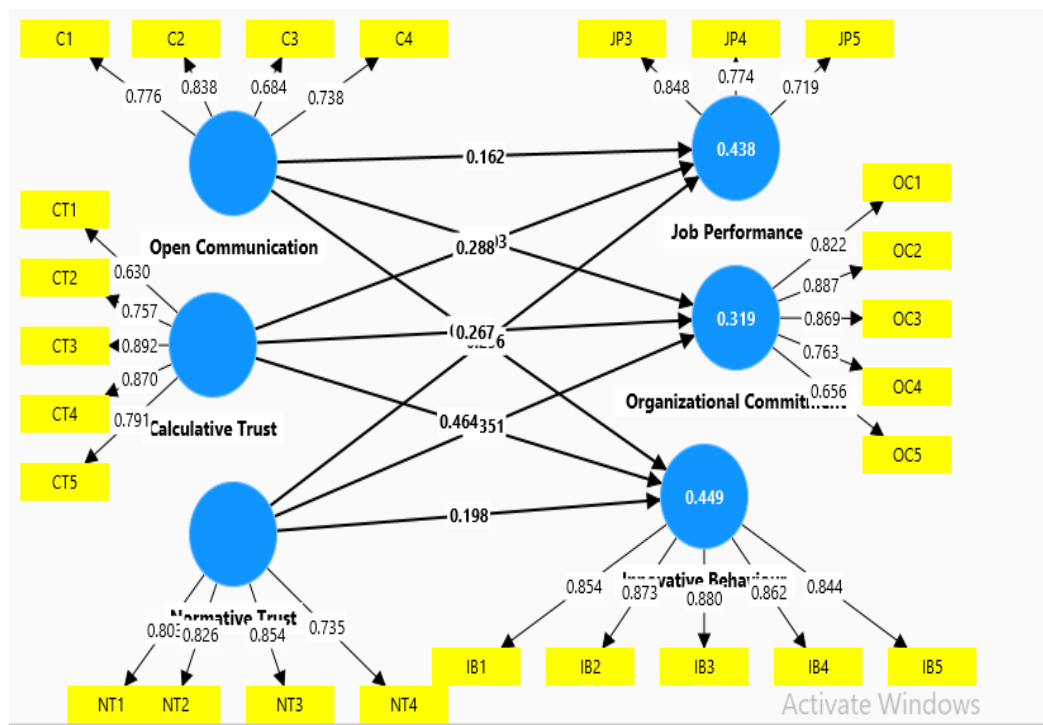
For all the DV, both Kolmogorov-Smirnov and Shapiro-Wilk shows a significant departure from normality, with all the p-values <0.05 (Ghasemi & Zahediasl, 2012).

### 5.1.3 The PLS-SEM Analysis

The disjoint two-stage approach under SmartPLS (v.4.0.9.2) has been adopted for data analysis. The disjoint two-stage approach comprises a first stage that evaluates the validity and reliability of the lower-order constructs using the LOC measurement models. One should not move on to the next step until the LOC satisfies the measurement evaluation requirements. The second stage HOC indicators are derived from the latent variable scores of the LOC that were acquired in the first stage; all other (non-hierarchical) constructs are tested using their original indicators (Becker et al., 2023). Next, to develop and estimate the model for the structural model evaluation, it is necessary to assess all the construct measures in the second stage, not just those of the HOC (Sarstedt et al., 2019).

### 5.2 Constructs Specification and Assessment of the Measurement Model

The associations between an indicator and its related construct are analyzed using the measurement model (Hair et al., 2014). The model represents every potential item inside the conceptual domain of the construct by using reflective indicators. This section presents the findings from the evaluation of the measurement model.



Figure

### 5.5. Reflective Measurement Model

#### 5.2.1 Reflective Measurement Model

While examining the factor loadings, JP1 and JP2 from Job Performance, have been removed because of low factor loadings ( $<0.60$ ) (Gefen and Straub, 2005). To assess the reliability of the constructs, Cronbach's alpha, composite reliability (CR) and Rho\_A ( $\rho_A$ ) was used. The CR and Rho\_A were above the threshold of 0.70 (Ringle et al., 2018) and the Cronbach's alpha exceeded the desire cutoff of 0.70. The result of factor loading ( $\lambda$ ), Cronbach's Alpha( $\alpha$ ), rho\_A( $\rho_A$ ), CR and AVE are reported in Table 5.2.

**Table 5.2:** Factor Loadings, Reliability and Validity- Stage I Disjoint Analysis-LOCs (Reflective)

Construct	Items	$\lambda$	$\alpha$	$\rho_A$	CR	AVE
Open Communication	C1*	0.776	0.761	0.799	0.846	0.579
	C2	0.838				
	C3	0.684				
	C4	0.738				
Normative Trust	NT1	0.803	0.82	0.83	0.881	0.649
	NT2	0.826				
	NT3	0.854				
	NT4	0.735				
Calculative Trust	CT1	0.630	0.849	0.867	0.893	0.629
	CT2	0.757				
	CT3	0.892				
	CT4	0.870				

Construct	Items	$\lambda$	$\alpha$	$\rho_A$	CR	AVE
Job Performance	CT5	0.791	0.702	0.756	0.826	0.614
	JP3	0.848				
	JP4	0.774				
Organizational Communication	JP5	0.719	0.859	0.871	0.90	0.646
	OC1	0.822				
	OC2	0.887				
	OC3	0.869				
	OC4	0.763				
	OC5	0.656				
Innovative Behaviour			0.914	0.915	0.936	0.745
	IB1	0.854				
	IB2	0.873				
	IB3	0.880				
	IB4	0.862				
	IB5	0.844				

\*C-Open Communication, NT-Normative Trust, CT-Calculative Trust, JP-Job Performance, OC-Organizational Commitment, IB-Innovative Behaviour

### Discriminant Validity

To assess the discriminant validity, three different methods are presented. Under Fornell and Larcker Criterion, the square root of AVE for a particular construct should be greater than the correlation of that construct with all other constructs (Fornell & Larcker, 1981) which is shown in Table 5.3. Cross loadings check if all items belonging to a specific latent unobserved construct should be higher on the parent construct to which it belongs relative to other variables in the study (Wasko & Faraj, 2005). Table 5.4 shows all items load strongly on their own parent construct. According to Henseler et al. (2015), discriminant validity must be demonstrated with an HTMT value of 0.90 or less. Table 5.5 shows all the HTMT values are less than 0.90.

**Table 5.3:** Discriminant Validity - Fornell & Larcker Criterion

	C	NT	CT	JP	OC	IB
<b>C*</b>	<b>0.761</b>					
<b>NT</b>	0.668	<b>0.806</b>				
<b>CT</b>	0.643	0.678	<b>0.793</b>			
<b>JP</b>	0.544	0.597	0.590	<b>0.784</b>		
<b>OC</b>	0.403	0.530	0.502	0.572	<b>0.804</b>	
<b>IB</b>	0.505	0.562	0.645	0.555	0.516	<b>0.863</b>

\*C-Open Communication, NT-Normative Trust, CT-Calculative Trust, JP-Job Performance, OC-Organizational Commitment, IB-Innovative Behaviour

**Table 5.4:** Discriminant Validity - Cross Loadings

	<b>C</b>	<b>NT</b>	<b>CT</b>	<b>JP</b>	<b>OC</b>	<b>IB</b>
C1	0.776	0.557	0.415	0.422	0.328	0.305
C2	0.837	0.57	0.67	0.508	0.418	0.528
C3	0.685	0.388	0.405	0.362	0.24	0.336
C4	0.738	0.507	0.393	0.322	0.177	0.311
NT1	0.508	0.803	0.65	0.524	0.465	0.464
NT2	0.553	0.826	0.556	0.421	0.409	0.414
NT3	0.56	0.855	0.526	0.555	0.468	0.505
NT4	0.54	0.734	0.44	0.403	0.351	0.418
CT1	0.432	0.344	0.630	0.378	0.229	0.371
CT2	0.541	0.65	0.757	0.503	0.459	0.452
CT3	0.548	0.548	0.892	0.504	0.397	0.582
CT4	0.566	0.556	0.870	0.520	0.479	0.576
CT5	0.455	0.555	0.791	0.422	0.385	0.550
JP3	0.545	0.599	0.632	0.841	0.566	0.593
JP4	0.359	0.411	0.354	0.775	0.388	0.298
JP5	0.315	0.327	0.309	0.731	0.331	0.331
OC1	0.324	0.416	0.451	0.495	0.824	0.426
OC2	0.341	0.475	0.446	0.536	0.888	0.441
OC3	0.300	0.451	0.395	0.487	0.874	0.405
OC4	0.304	0.383	0.400	0.389	0.752	0.416
OC5	0.359	0.398	0.316	0.368	0.658	0.389
IB1	0.45	0.467	0.538	0.456	0.436	0.855
IB2	0.433	0.435	0.500	0.466	0.380	0.876
IB3	0.423	0.495	0.631	0.486	0.462	0.878
IB4	0.434	0.517	0.554	0.480	0.441	0.863
IB5	0.441	0.505	0.552	0.504	0.502	0.843

**Table 5.5:** Discriminant Validity – HTMT Method

	<b>C</b>	<b>NT</b>	<b>CT</b>	<b>JP</b>	<b>OC</b>	<b>IB</b>
<b>C</b>						
<b>NT</b>	0.842					
<b>CT</b>	0.769	0.801				
<b>JP</b>	0.685	0.733	0.708			
<b>OC</b>	0.476	0.627	0.578	0.692		
<b>IB</b>	0.582	0.645	0.725	0.642	0.585	

### 5.2.2 Formative Measurement Model

Trust, the exogenous variable in this study, being a reflective-formative second-order construct, Hair et al. (2019) suggest evaluating the formative measurement model. variable Trust is a second order reflective-formative construct based on 3 reflective lower constructs - Open Communication, Normative Trust, and Communicative Trust, the latent scores of the LOCs were computed and used as the manifest variables for the HOC in the second stage, which was where the formative assessment of this construct was completed. Following this, Becker et al. (2023) looked at the connections between these latent LOCs and the HOC. To use the first-order constructs as indicators for the second-order reflective-formative construct, all of Chin’s (2010) quality criteria were applied. This resulted in the latent variable score being derived from the first stage.

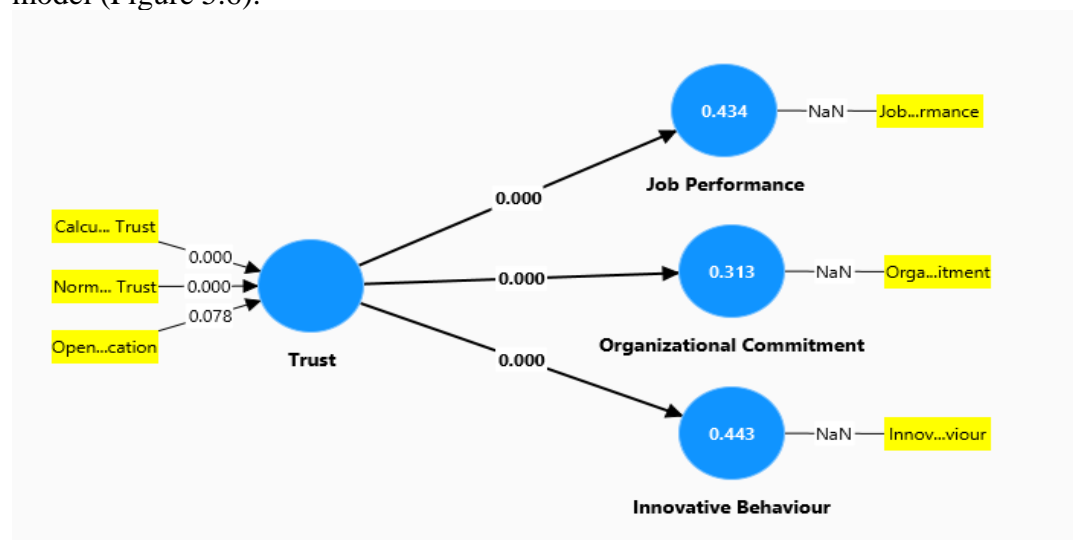
To assess the formative measurement model, the Variance Inflation Factor (VIF) must be under the recommended value of less than or equal to 3, which is shown in Table 5.6. The final stage is to evaluate the relative importance of each indication and to analyze the significance of the outer weights of the indicators for the formative measurement model. The results from Table 5.6 shows that all the p-values are significant at  $p < 0.05$ , except for Open Communication, which is on the border line, However, since all the outer weights have met the threshold requirement of  $> 0.1$  (Hair et al., 2019), as well as the outer loadings, we chose to retain Open Communication in our data.

**Table 5.6:** Formative Measurement Model

HOC	LOC	Outer Weight	T Statistics	P Values	Outer Loadings	VIF
Trust	C	0.131	1.770	0.07	0.775	2.057
	NT	0.441	5.858	0.00	0.897	2.229
	CT	0.543	7.789	0.00	0.926	2.104

### 5.3 Evaluation of Structural Model

The connections (paths) among the constructs in the suggested study model are shown by the structural model (Figure 5.6).



**Figure 5.6:** Structural Model



First, potential collinearity and common method bias issues are examined in the structural model. Hair et al. (2019) suggests that the ideal VIF values should be close to 3 and lower, which is true from Table 5.7.

**Indicator Multicollinearity**

**Table 5.7:** Multicollinearity Statistics (VIF) for Indicators

Items	VIF
C1	1.548
C2	1.538
C3	1.300
C4	1.535
NT1	1.690
NT2	1.940
NT3	1.959
NT4	1.515
CT1	1.358
CT2	1.597
CT3	3.117
CT4	2.776
CT5	1.830
JP3	1.252
JP4	1.522
JP5	1.455
OC1	2.210
OC2	3.075
OC3	2.696
OC4	1.700
OC5	1.427
IB1	2.835
IB2	3.294
IB3	2.792
IB4	2.667
IB5	2.501

Next, the coefficient of determination ( $R^2$ ) is assessed.  $R^2$  represents the variance explained in each of the endogenous constructs and is a measure of the model’s explanatory power, also referred to as in-sample predictive power (Hair et al., 2019). The  $R^2$  ranges from 0 to 1, with higher values indicating a greater explanatory power.  $R^2$  values of 0.75, 0.50, and 0.25 are considered substantial, moderate, and weak respectively. The result from Table 5.8 shows  $R^2$  values of 0.438 for JP in the context of the usage of Social Media, 0.319 for OC in the context of the usage of Social Media, and 0.449 for IB in the context of the usage of Social Media, showing a moderate explanatory power.

**Table 5.8:** R-square Statistics

DV	R-square	R-square adjusted
Job Performance	0.438	0.433
Organizational Commitment	0.319	0.313
Innovative Behaviour	0.449	0.444

The final step is the evaluation of the hypothesized correlations between the constructs. The structural model of the HOC using a disjoint two-stage approach, showing path coefficients, p-values, and outer loadings/weights is depicted in Table 5.9.

**Table 5.9:** Standardized Path Coefficients and Significances

		Path Coefficient ( $\beta$ )	Standard Deviation	T Statistics	P Values	Hypothesis Supported
H1	T $\rightarrow$ JP*	0.27	0.068	3.991	0.000	Yes
H1a	C $\rightarrow$ JP	0.066	0.058	1.142	0.253	No
H1b	NT $\rightarrow$ JP	0.109	0.071	1.534	0.125	No
H1c	CT $\rightarrow$ JP	0.129	0.059	2.199	0.028	Yes
H2	T $\rightarrow$ OC	0.232	0.08	2.902	0.004	Yes
H2a	C $\rightarrow$ OC	-0.086	0.061	1.41	0.159	No
H2b	NT $\rightarrow$ OC	0.229	0.072	3.205	0.001	Yes
H2c	CT $\rightarrow$ OC	0.095	0.071	1.326	0.185	No
H3	T $\rightarrow$ IB	0.310	0.071	4.348	0.000	Yes
H3a	C $\rightarrow$ IB	-0.017	0.06	0.286	0.775	No
H3b	NT $\rightarrow$ IB	0.083	0.074	1.118	0.264	No
H3c	CT $\rightarrow$ IB	0.262	0.066	3.966	0.000	Yes

\*T-Trust, C-Open Communication, NT-Normative Trust, CT-Calculative Trust, JP-Job Performance, OC-Organizational Commitment, IB-Innovative Behaviour

Hypothesis 1 states that there is a positive relationship between Trust in the context of the usage of Social Media and Job Performance. H1 is supported with a p-value  $< 0.05$  and T-statistics  $> 1.96$  (Table 5.9). Hypothesis 1a states that there is a significant relationship between Open Communication and Job Performance in the context of the usage of Social Media. A rather unexpected finding in our study (Table 5.9) is that there is **no significant** relationship between Open Communication and JP in the context of the usage of Social Media ( $\beta=0.066$ ,  $t=1.142$ ,  $p > 0.05$ ). Hypothesis 1b states that there is a significant relationship between Normative Trust and Job Performance in the context of the usage of Social Media. Our data analysis (Table 5.9) shows an **insignificant** relationship between Normative Trust and JP in the context of the usage of Social Media ( $\beta=0.109$ ,  $t=1.534$ ,  $p > 0.05$ ). Hypothesis 1c proposes that there is a significant relationship between Calculative Trust and Job Performance in the context of the usage of Social Media. As expected, Table 5.9 shows that there is a **positive** significant relationship between Calculative Trust in the context of the usage of Social Media and Job Performance ( $\beta=0.129$ ,  $t=2.199$ ,  $p < 0.05$ ). Hypothesis 2 proposes that there is a positive relationship between Trust in the context of the usage of Social Media and Organizational Commitment. **H2 is supported** with a p-value  $< 0.05$  and T-statistics  $> 1.96$  (Table 5.9). Hypothesis 2a states that there is a significant relationship between Open Communication and Organizational Commitment in the context of the usage of Social Media. However, in our data analysis (Table 5.9), **H2a is not supported** and the  $\beta$  value is negative ( $\beta= -0.086$ ,  $t < 1.96$ ,  $p > 0.05$ ). Hypothesis 2b states that there is a significant relationship between Normative Trust and Organizational Commitment in the context of the usage of Social Media. As expected, there is a **positive** relationship between Normative Trust in the context of the usage of Social Media and Organizational Commitment ( $\beta=0.229$ ,  $t=3.205$ ,  $p < 0.05$ ). Hypothesis 2c states that there is a significant relationship between Calculative Trust and Organizational Commitment in the context of the usage of Social Media.

The data analysis result (Table 5.9) shows that Calculative Trust has an **insignificant** relationship with Organizational Commitment in the context of the usage of Social Media ( $\beta=0.095$ ,  $t=1.326$ ,  $p >0.05$ ), Hypothesis 3 proposes that there is a positive relationship between Trust in the context of the usage of Social Media and Innovative Behaviour. **H3 is supported** with a p-value  $< 0.05$  and T-statistics  $> 1.96$  (Table 5.9). Hypothesis 3a proposes that there is a significant relationship between Open Communication and Innovative Behaviour in the context of the usage of Social Media. However, in our data analysis (Table 5.9), **H3a is not supported** and the  $\beta$  value is negative ( $\beta= -0.017$ ,  $t>1.96$ ,  $p>0.05$ ). Hypothesis 3b states that there is a significant relationship between Normative Trust and Innovative Behaviour in the context of the usage of Social Media. Our data analysis (Table 5.9) shows an **insignificant** relationship between Normative Trust and Innovative Behaviour ( $\beta= 0.083$ ,  $t=1.118$ ,  $p>0.05$ ). Hypothesis 3c proposes that there is a significant relationship between Calculative Trust and Innovative Behaviour in the context of the usage of Social Media. As expected, our data analysis (Table 5.9) also shows a **positive significant** relationship between Calculative Trust in the context of the usage of Social Media and Innovative Behaviour ( $\beta= 0.262$ ,  $t=3.966$ ,  $p<0.05$ ).

## CHAPTER 6: DISCUSSION

### 6.1 *Relationship between Trust and Job Performance*

H1 (There is a significant relationship between Trust and Job Performance in the context of the usage of Social Media) is **supported**.

A surprising finding from this study was that H1a (There is a significant relationship between Open Communication and Job Performance in the context of the usage of Social Media) is **not supported**. This could be because in India, employees prefer face-to-face communication for personal and important matters to communication over Social Media. There is no contradiction between the findings from the data analysis results and the personal interview results. Interviews conducted also highlight the *disapproval* associated with Open Communication and JP in the context of the usage of Social Media. These results are also consistent with some earlier literature. The frequent use of social media for communication might cause employees to be interrupted while working, which reduces productivity (Yu et al., 2018). According to research (Ewing et al., 2019) face-to-face communication is the preferred and most reliable form of communication for employees. Also, the same unrestricted freedom of speech procedures that social media has made possible are responsible for the more commonplace spread of online issues, such as trolling, spark controversy, cause offence, are aggressive and perplexing when the offline and online versions differ (Edwards et al., 2021).

*Miss P, mentioned that when there is a serious matter to communicate or a personal matter to the boss or supervisor, she prefers doing it face to face as her words can be misinterpreted.*

Before it can be changed, incorrect or misleading content may get incorporated and used, and harmful content may hurt people's reputations and general well-being (Edwards et al., 2021).

*Mrs. J also prefers face-to-face communication for any important discussions or suggestions.*

The findings from our study and the previous literature mentioned above supports the claim that Open Communication in Social Media does not have a direct effect on Job performance.

From the SEM analysis H1b (There is a significant relationship between Normative Trust and Job Performance in the context of the usage of Social Media) is **not supported**. This could be because sometimes Social Media can be used to steal an employee's idea or invade their privacy, or even use it to leak company's data intentionally or unintentionally (Hauptmann & Steger, 2013). Also, the absence of instant social feedback that is present in a face-to-face encounter may lead to lack of trust in a Social Media setting. This contradicts the interview findings. Some of the extracts from the interviews are given below.

*Mr. R mentioned that when his boss is running late or has an urgent family matter, he would inform us on the WhatsApp group; it gives him a sense of importance that he gets to hear it from his boss directly.*

This is in line with Kraemer et al. (2016) whose research shows that Supervisor consideration plays a critical role in providing a positive work environment, enhancing individual performance, and reducing job stress.

*Mrs. L mentioned that a close group of them have their own WhatsApp group where they share gossip, work, and cover for each other*

Research has found that interpersonal trust between employees in the workplace has a positive impact on knowledge sharing, job satisfaction and productivity (Li & Hsu, 2018). In accordance with the above-mentioned research studies, although the quantitative result does not show a significant relationship, the interview finding shows that respondents may have a **positive perception** of NT and JP in the context of the usage of Social Media.

H1c (There is a significant relationship between Calculative Trust and Job Performance in the context of the usage of Social Media) is **supported**. The interview findings support the same.

*Mr. M mentioned that following my boss on Social Media has been the best thing for my career, I know what he likes and dislikes, and I make sure that I say the right thing in front of him, which has really helped my career. He jokingly said that we keep showing up at the same place that our wives are friends now, which is the icing on the cake.*

This is an example of self-serving calculative behaviour that is opportunistic in pleasing and appeasing bosses. Most of the respondents agreed that they use Social Media to build contacts within and outside the organization. Social connections are the source of trust. Online social networks made possible by social media are advantageous extensions of offline social networks because they allow workers to learn specifics about their coworkers' backgrounds, personalities, interests, and hobbies (Cao et al., 2016).

## **6.2 Relationship between Trust and Organizational Commitment**

H2a (There is a significant relationship between Open Communication and Organizational Commitment in the context of the usage of Social Media) is **not supported**. This could be because there is too much exposure on Social Media. Since Social Media platforms have no restrictions, nor any limits, some people believe that the wide audience and the option of anonymity allows for unrestricted expression. Another reason could be since it is happening through technology (Social Media), it does not have a very strong impact as it lacks personal connection (Caron & Light, 2016) and the trust goes down. On Social Media, one cannot read body language, hence people are not comfortable. There is also the case of forced obligation, if someone in the team does a good job or got a promotion, everyone is obliged to congratulate him whether the message is genuine or not.

Interviews conducted also highlight the *disapproval* associated with Open Communication and OC in the context of the usage of Social Media.

*Mr. R mentioned that he loves going on book tours and book sightings as it gives him an opportunity to interact with his readers and fans. He admits that meeting the readers in person, seeing the genuineness on their faces, and getting feedback is the best feeling in the world.*

*Mr. T mentioned that his job allows him to travel a lot and most of the time he has to connect with people through Social Media, whether it is his work, family, or friends. He said it can get really lonely and he misses hugging his family and sharing a joke and a smoke with his colleagues in the office rather than over Zoom or Google Meet.*

Some job positions, such as marketing, sales, etc., require employees to extensively use Social Media to communicate with clients or complete work tasks. Communication through constant texting on Social

Media can get overwhelming, in such cases, voice calling, telephone contact, or even face-to-face communication can be a welcome change (Cao & Yu, 2019). Also, sometimes too much of open communication on Social Media may not be in the best interest of the employees as well as the organization, such as employees exposing their misdeeds at work on Social Media, justifying the failure to complete their tasks, or participating in debates on social media that the company deemed inappropriate (Nduhura & Prieler, 2017).

Based on the above-mentioned research conducted and the findings from both the data analysis and the interview results, Open Communication in the context of the usage of Social Media does not have a positive effect on Organizational Commitment.

H2b (There is a significant relationship between Normative Trust and Organizational Commitment in the context of the usage of Social Media) is **supported**. This finding is consistent with some of the literature and backs up the claim that Trust encourages future-oriented thinking, reducing worry that the other party will act opportunistically (Cao et al., 2016). Some of the respondents feel that the kind of trust or support systems they have built in the workplace is very important. These kinds of support systems are the reasons why people don't want to leave their job or organization.

H2c (There is a significant relationship between Calculative Trust and Organizational Commitment in the context of the usage of Social Media) is **not supported**. This finding is consistent with the interview finding. This could be due to the lack of privacy in Social Media and the conversation or post/tweet on Social Media can be used to harm a person. In a face-to-face encounter, the conversation is over when the person leaves the room and unless the conversation is being recorded, there is no record of the conversation, which is not so in the case of Social Media. Any post on Social Media has already been recorded on the World Wide Web and even after its deletion; it can still be used against a person, resulting in a huge breach of trust.

*Mr S mentioned how LinkedIn has helped him gain access to influential people, who have provided helpful guidance and employment related resources such as referrals, mentors.*

Social Media can be used for personal benefit. Employees may leave their company as a result of exposure to a variety of data on social media platforms due to the fascinating and different job prospects they can find (Nduhura & Prieler, 2017).

### **6.3 Relationship between Trust and Innovative Behaviour**

H3a (There is a significant relationship between Open Communication and Innovative Behaviour in the context of the usage of Social Media) is **not supported**. This could be because the usage of social media has blurred the lines between personal and professional life, thus it is important for employees to be computer savvy enough to know how to filter the information they receive and share (or withhold) with others (Nduhura & Prieler, 2017).

*Mrs. J mentioned that there have been instances when her team or boss stops responding during a heated discussion/exchange of ideas on WhatsApp, which is highly frustrating. If there was an important matter to be discussed, she chooses to do it in person or over the phone.*

According to Caron & Light, (2016), lacking immediate response is one of the reasons people prefer discussion in person as you might not get an immediate reaction. Although people are on their smartphones all day, they can choose to ignore messages and reply at their own convenience, or in some cases, some people choose not to reply anymore even in the middle of the conversation, being hung up.

H3b (There is a significant relationship between Normative Trust and Innovative Behaviour in the context of the usage of Social Media) is **not supported**. Since Social Media conversations flow from so many different channels with countless users and constantly changing content, employees can feel a sense of uncertainty and lack of trust (Nduhura & Prieler, 2017). This lack of trust can have a negative effect on

the innovative behaviour of the employees. Employee silence, which is characterized by suppression of thoughts, ideas, and opinions, is related to a lack of trust (Subhakaran, et al., 2020).

H3c (There is a significant relationship between Calculative Trust and Innovative Behaviour in the context of the usage of Social Media) is **supported**. This finding is consistent with some of the literature where employees use Social Media to create communities of like-minded people, which enable mass collaboration, promote projects, which helps them advance in their career (Subhakaran et al., 2020). The best part about Social Media is that geographical distance is not a constraint; anyone from any part of the globe can contribute, collaborate and co-create in idea generation (Cao et al., 2016).

#### 6.4 Summary of Hypotheses Results

**Table 6.1:** Summary of Hypotheses Results

S.No.	Hypothesis	Hypothesis Supported
H1	There is a positive relationship between Trust in the context of the usage of Social Media and Job Performance	Yes
H1a	There is a significant relationship between Open Communication and Job Performance in the context of the usage of Social Media	No
H1b	There is a significant relationship between Normative Trust and Job Performance in the context of the usage of Social Media	No
H1c	There is a significant relationship between Calculative Trust and Job Performance in the context of the usage of Social Media	Yes
H2	There is a positive relationship between Trust in the context of the usage of Social Media and Organizational Commitment	Yes
H2a	There is a significant relationship between Open Communication and Organizational Commitment in the context of the usage of Social Media	No
H2b	There is a significant relationship between Normative Trust and Organizational Commitment in the context of the usage of Social Media	Yes
H2c	There is a significant relationship between Calculative Trust and Organizational Commitment in the context of the usage of Social Media	No
H3	There is a positive relationship between Trust in the context of the usage of Social Media and Innovative Behaviour	Yes
H3a	There is a significant relationship between Open Communication and Innovative Behaviour in the context of the usage of Social Media	No
H3b	There is a significant relationship between Normative Trust and Innovative Behaviour in the context of the usage of Social Media	No

S.No.	Hypothesis	Hypothesis Supported
H3c	There is a significant relationship between Calculative Trust and Innovative Behaviour in the context of the usage of Social Media	Yes

## CHAPTER 7: CONCLUSIONS

### 7.1 Findings

Trust in the context of the usage of Social Media (SM) is found to have a positive relationship with Job Performance (JP), Organizational Commitment (OC), and Innovative Behaviour (IB). The fundamental concept of networking is Trust. SM is a powerful tool in the organization as it has brought people together through virtual meetings, sharing of documents, collaboration, and content creation. Our finding is also supported by previous literature which mentions how Trust in the organization encourages employees to perform better and generate and implement new, inventive ideas, which increases their emotional connection to the organization (Li & Hsu, 2018). Trust results in desirable behaviour and outcomes, the greater levels of trust will lead to happier attitudes, greater levels of cooperation and other workplace behaviour, and higher levels of performance.

One of the unexpected and surprising findings from our study was that Open Communication in the context of the usage of SM did not result in increased Job Performance, but rather have a negative relationship with Organizational Commitment and Innovative Behaviour. This finding implies that in India, for important discussions and meetings, the employees prefer face-to-face communication to communication over SM. This could be because we Indians are sensitive to words, also words can have double meanings, and we get offended easily. An innocent message on SM or a genuine concern can be misinterpreted. So, to avoid such unnecessary incidents, regarding important information and discussions, Indian employees still prefer offline communication. Previous literature by Ewing et al. (2019) mention that Face-to-face communication is typically the preferred medium by most employees for conveying important and serious information as it gives the audience a variety of indications, such as body language, vocal tone, and eye contact, which can express complicated information and emotions and enable listening and dialogues. SM is also known to encourage online trolls and spark controversy, which can distract an employee from his work, reducing productivity.

Indians are not trusting people; they question the genuineness of the message on SM. Since they can't read the body language or the facial expression, they don't feel comfortable. The number of messages and accounts pouring in on SM makes it difficult to figure out the fake and real accounts, which results in a lack of trust. Some people create a fake account for cyber bullying, which can demotivate an employee, resulting in an unwillingness to share their ideas and a lack of trust in the organization.

As expected, Normative Trust findings show a positive relationship with Organizational Commitment. Managers and supervisors play a major role in the trust employee has in the organization. Since the employees report to them directly, performance reviews, guidance on job tasks, and training are just a few of the many obligations managers have that have a significant influence on employees' job satisfaction. SM has made it so much easier for supervisors and managers to connect with their employees. A simple mention on SM, like or comment on their page or mention on the WhatsApp group can develop an employee's trust in their manager (Dirks and Ferrin, 2001). Trust in the workplace is shown to increase job satisfaction and organizational commitment (Li & Hsu, 2018).

We find that the use of SM for Normative Trust does not have any effect on Innovative Behaviour. On SM, since the information flows from so many channels, and with the option of anonymity of the user,

there is the question of which posts are genuine and which are not. This results in a huge lack of trust, deeply demotivating the employee's intention to collaborate and innovate. Li & Hsu, (2018) also mentioned that employees' intentions to innovate are adversely affected by the loss of trust resulting in job stress.

Our study shows that SM as a tool for Calculative Trust results in increased Job Performance, and improves Innovative Behaviour in Indian Organizations. Most of the employees in India are connected to their supervisors or bosses on LinkedIn. When faced with a social conundrum, LinkedIn offers professional options. A person might want to keep in touch with somebody he met at an office event or a conference, emailing that person might seem too forward and an imposition for a reply, connecting on LinkedIn, on the other hand, calculative trust bonding is built, making each other aware of the other's professional activities. Our study's findings show such connections to boost an employee's productivity. Previous literature by Skeels & Grudin (2009) also mentioned how LinkedIn is like a self-updating address book. When somebody updates a job change or promotion on LinkedIn, a congratulatory message or a reaction such as a like, clap can be an indirect way of keeping a professional relationship alive and a ticket to ask for references.

We also find that SM is being used to create communities of like-minded people with shared interest, to collaborate and generate new ideas, innovate and promote new projects and skills sets. We also show that using SM for Calculative Trust does not have a direct effect on OC. With job referrals and constant job updates, it has become relatively easier to apply for a job through LinkedIn. On SM, people consider how best to further their own interests (Sinha et al., 2010). It is the best platform for opportunistic people; they build contacts, follow colleagues and bosses on SM, acting in a socially acceptable ways, to gain favour from others but are not necessarily loyal to the organization.

## ***7.2 Implications***

The results of this study show that using Social Media at work in India is associated with Job Performance, Organizational Commitment, and Innovative Behaviour in connection to Trust. The study's findings have several implications for both managers and researchers.

### ***Theoretical Implications***

From a theoretical point of view, this study contributes to the Indian and international literature on Social Media, Social Networking Sites, Job Performance, Organizational Commitment, Innovative Behaviour, and Trust. There is a lot of literature on Social Media and Social Networking Sites use pertaining to the Western and some parts of the Asian workplace, but there was no literature focusing on Trust in the context of Social Media in the Indian workplace in relationship with Job Performance, Organizational Commitment, and Innovative Behaviour. Also, in the previous Social Media and Social Networking Sites literature, no study was found to analyze the relationship between these latent variables. Our effort is a step in that direction

From Table 6.1, it is clear that Trust in the context of the use of Social Media are important predictors of Job Performance, Organizational Commitment, and Innovative Behaviour.

This study demonstrated that although organizational communication makes extensive use of Social Media (Chen et al., 2024), employees in the Indian workplace still prefer traditional Face-to-Face communication when it comes to important matters. Based on the findings, the use of Social Media for Open Communication in the Indian workplace does not result in increased productivity and has a negative effect on Organizational Commitment and Innovative Behaviour.

This study clarified the relationship that using SM for Normative Trust does not result in innovative contributions in the workplace and this study also demonstrated that in the Indian workplace, using SM for Social Need does not encourage the employees to contribute innovative or new ideas to the



workplace. Sometimes employees play dumb or hide knowledge due to constant information-seeking habit on SM by their connections (Gao & Zhao, 2024).

### ***Managerial Implications***

This study found that Indian employees are not comfortable using Social Media for Open Communication with their bosses or higher management due to the fear of being misunderstood. The Higher management and human resources can build on Authenticity in the workplace through their own examples and increase conversation with their employees on SM.

This study found that using Social Media to build Normative Trust in the workplace does not contribute to Innovate Behaviour. This suggests that bosses, higher management, and human resources should work towards building this trust in the employees through SM. Consistency and Authenticity in the message by the higher management is the key to building the trust of the employees on SM. As Dutta (2010) rightly stated that it is not only the organization but the leaders as well, who need to embrace Social Media, in order to lead more effectively. Indian organizations should harvest the power of SM and use it to form communities within the organizations, build contacts, form a family, interpersonal connection, communicate, collaborate, put a face and a name to each other, a safe space where employees feel seen and heard. This will result in more committed employees, higher innovation will come out of it, and more productivity.

Another finding of this study is that Social Media usage in the workplace is the perfect example of Calculative Trust. It is used to build contacts, follow bosses, colleagues, and like-minded people, and learn from leaders, which results in mass collaboration, happy employees, and advancement in their careers. The organization can engage the employees on SM, offer more opportunities, open a platform led by the boss, which is honest, and transparent, where employees feel safe to incorporate new ideas, knowledge sharing, collaboration, and management support.

In sum, this study suggests that organizations should use Social Media to invest in their people, invest in their growth, and build positive Emotion and Trust in the Indian workplace for increased Job Performance, higher Organizational Commitment, and enhanced Innovative Behaviour.

### ***7.3 Limitations and Future Research***

Trust being a broad topic, there were many sub-variables to select from for the Independent Variables. Nevertheless, we chose to concentrate on a small number of variables in order to avoid overcrowding the study. The sub-variables for Trust were finally narrowed down to 3 sub-variables – Open Communication, Normative Trust and Calculative Trust. Further research can be conducted on the other variables.

One limitation of this study comes from the fact that the data was collected only from Indian workplaces, and with limited data, it cannot be generalized.

Self-reported assessments make up the data presented in this research. Employees may be biased towards presenting themselves favorably in the Indian workplace, which is particularly evident in their self-assessments of their SM use intensity. Future investigations are limited to this study's qualitative component.

This is probably the first study on the impact of the use of Social Media on in the Indian workplace in relation to Job Performance, Organizational Commitment, and Innovative Behaviour, so there was not much literature from the Indian context.

Only 35 percent of the study's respondents are female. Future studies on equitable female representation can be conducted, as the number of women entering the Indian workforce is increasing daily.

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