

**MANAGEMENT CONCERNS FOR SOCIAL MEDIA USAGE:
MODERATING ROLE OF TRUST IN SAUDI COMMUNICATION
SECTOR****Basri W. ***

Abstract: This study sought to examine the relationship between predictors of social media application usage; these constructs include management concerns usefulness, ease of use, effectiveness of collaboration and communication among communication sector of Saudi Arabia with moderating role of trust on tendency towards usage of social media tools as latest technology advancements. Self-administrated questionnaire was used for data collection from Saudi communication sector. Relationships and proposed framework were examined by using SMART-PLS. Relationship was examined and found significant relation between constructs, but moderating role of trust was not significant. Future research should examine other forms of spontaneous workplace behaviors towards social media usage. This study provides what is perhaps the first empirical test of the joint contribution of usefulness, ease of use, effective collaboration and communication with moderating role of trust on adoption and tendency of social media usage in Saudi context.

Key words: usefulness (UF), ease of use (EoU), collaboration (Col), communication (Comm), trust (TR), tendency towards social Media (TSM)

DOI: 10.17512/pjms.2019.19.1.05

Article history:

Received January 30, 2019; *Revised* March 11, 2019; *Accepted* April 26, 2019

Introduction

Internet has enabled huge population to use online facilities for purchasing or availing various services, another phenomenon has been observed during recent years that huge population and business activities has taken place on social media including Face-book, Twitter, LinkedIn and You-tube. Easy access of internet has increased massively social media usage during recent years. There is lack of literature which depicts impact of social media usage on performance related outcomes of any sector including education services, health services, telecommunication services or production. However, there are studies found in literature with effective role of social media in academic performance at higher education sector (Sobaih et al., 2016), contrary; scholars have rejected any relation between social media usage and performance (Lau, 2017; Ryan, 2018). Therefore, researcher in present study intends to examine the relationship between management concerns and social media usage in Saudi Arabia context. Current study is one of pioneer study to empirically examine the relationship between social media adoption or tendency to use social media in Saudi context, the study

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also entails influential variables including usefulness of social media, ease of use, collaboration and communication factors in adoption of social media with moderating role of trust.

Problem Statement

There are mixed findings reported on relationships of constructs and doesn't produce consistent results. Few researchers have stated positive relationship between social media integration and learning and positive link between social media usage and performance of firms (Ainin et al., 2015). Contrary, negative relationships have been found by various researchers between social media usage and performance of organizations (Junco, 2015). Similarly, there are few studies conducted to examine the same relationship but found no link and relation (Alwagait et al., 2015; Goldshmidt, 2018). There is lack of knowledge and empirical findings about social media adoption in Saudi Arabia and influential factors contribute in adoption of social media for business activities. To address this call and need for research it was intended to conduct current study for examining relationship between social media adoption influenced by management concerns such as usefulness, ease of use, collaboration and communication with moderating role of trust.

Literature Review

The current part presents the relevant literature for investigation the role of social media and networking tools to be used for gaining competitive edge and increase effective communication for performance. Researcher attempted to present the literature to hypothesis development and research model is presented in current part of the study. Currently, researchers have stated that academic community is using social media platforms for their business activities while using blogs, information sharing, updates and academic documents (Berger, 2017). Social media plays critical role in facilitating their students and relationship with colleagues for information sharing to enhance overall learning and experience (Sobaih et al., 2016). The studies and statistics have shown positive effect of technology adoption in private business sector of Saudi Arabia. According to statistics 46% Saudi's professionals adopt internet and social media based applications for public relations (Alyaqoub and Rahman, 2018). Smolağ et al. (2016) conducted the study to determine effect of technologies such as social media in economic activity and in educational sector. Similarly, studies have found that information technology based social media services influence tourism industry (Slusarczyk et al., 2016; Alusa, 2018).

Therefore, it is recommended to investigate empirical findings of selected constructs on smaller companies (Shawtari et al., 2016). The behavior of individuals to use internet based applications depends on culture, therefore, internet and social media based applications usage must be investigated at individual level.

The studies have shown that internet usage and social media applications in Saudi Arabia may not demonstrate at large scale due to unavailability of limited connectivity (Baabdullah et al., 2018). Continuous innovation and increased global competition based on internet based business models in every industry specifically services industry and new forms of electronic businesses and management has emerged in current era (Aseri, 2018). Based on above discussion following hypothesis is proposed:

H1: Usefulness of social media tools influence tendency of adopting social media in Saudi communication sector

Previous studies have found positive link between ease of use and attitude towards adoption of social media technological tools, but still empirical evidence still lack in explaining relationship between these constructs (Arshad and Akram, 2018). Previous studies also posited that ease of use of tool develop positive attitude of individual towards continuous usage of application (Arshad and Akram, 2018). Contrary, researchers have stated that Saudi consumers give worth to trust element, usefulness and ease of use for adoption of social media and latest technological applications. Contrary, various other researchers stressed on ease of use construct as an important in determining the exploration of technology usage. Therefore, researcher in present study took ease of use of social media play crucial role in adoption of these tools (Face-book and Twitter). Based on above discussion following hypothesis is proposed:

H2: Ease of use of social media tools influence tendency of adopting social media in Saudi academic sector

Technological advanced tools enable individuals to share information and communication by offering high speed collaborative tools specially based on social media applications which include Face-book and Twitter. The benefits are gained through usage of social media applications in every community including education sector, tourism industry, SMEs industry and general public as well (Kaplan and Haenlein, 2010; Garaeva and Ahmetzyanov 2018). Collaboration among various entities of firms or organizations is essential for successful and effective decision making. General community and academic related community utilizes social media applications for effective and rapid communication to share common interest and information among participants (Sánchez et al., 2014; Sobaih et al., 2016; Haseeb et al., 2018). Use of social media becomes effective and popular due to its easy availability and free from any physical presence or time limits (Arshad and Akram, 2018). On the basis of above discussion and justification, the researcher has formed following hypothesis for empirical examination in present study.

H3: Effective collaboration at social media tools influence tendency of adopting social media in Saudi communication sector

H4: Effective communication at social media tools influence tendency of adopting social media in Saudi communication sector

Trust plays an important role in success of business around the world. The researchers have assessed the trust aspect in implementation of innovative initiatives to determine the intention that consumer had to participate in online community. The trust factor effect the purchase intention of consumers. If commitment and trust among consumers or users found to be positive; then it further leads towards the loyalty and association with firms to carry on business activities (Hashim and Tan, 2015; Aslan Efe and Efe 2018).

Contrary, trust failed to incorporate the required target for online business activities as the contents are electronic based (McKnight et al., 2002). Trust found to be not significant for developing trust on online products or brands for acquiring new customer or retaining existing customers (Toufaily et al., 2013). The current study entails trust as moderating effect between constructs, the trust proposed at moderator between relationship of usefulness, ease of use, collaboration and communication as influential factors towards tendency of social media usage. On the basis of above discussion following moderating hypothesis is formed.

H5: Trust moderate the relationship between Usefulness of social media tools and tendency of adopting social media in Saudi communication sector

H6: Trust moderate the relationship between Ease of use of social media tools and tendency of adopting social media in Saudi communication sector

H7: Trust moderate the relationship between collaboration at social media tools and tendency of adopting social media in Saudi communication sector

H8: Trust moderate the relationship between Communication at social media tools and tendency of adopting social media in Saudi communication sector

H9: Trust on social media tools influence tendency towards adoption of social network applications in Saudi communication sector

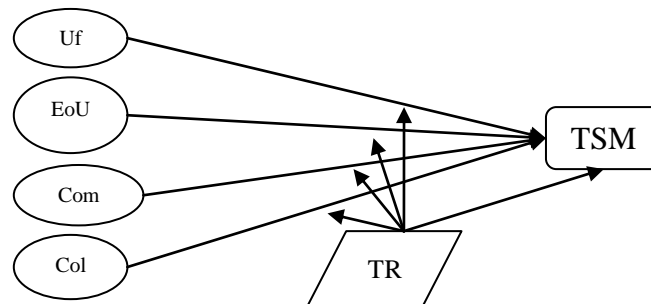


Figure 1. Proposed Framework

Methodology

The current phase consists on research methodology which entails population, sampling techniques, data collection tool, instrument and analysis. The chapter is organized in following sequence; it includes research design, sample size, method

of data collection and procedure, instrument is also part of the same portion. For survey 110 questionnaires were distributed in Jeddah in communication industry among participants by simple random convenience sample as it is cheap, fast and easy to get response from selected sample. The respondents were asked to be social media users and technology adopted behaviors. The usable questionnaires were 100 and used for data analysis.

Instrument Development

The scale to measure tendency towards social media usage and Usefulness was adopted from the study of R.B. Musa (2011). The reliability cronbach alpha for measurement scale was found as 0.72 and 0.81 respectively. The scale for measuring Ease of use was adopted from the study of R.B. Musa (2011) with cronbach alpha was observed 0.832. The cronbach alpha was observed as 0.911. The cronbach alpha for this construct was observed as 0.813. The scale to measure Trust was adopted from the study of Poon (2003). The cronbach alpha for construct was observed as 0.75.

Analysis and Result

They present study entailed SAMRT-PLS for analyzing data. For collection of data initially communication industry was chosen and questionnaires were sent to determine the performance of communication firms in Saudi Arabia. Table 1 shows Composite Reliability of construct. For hypothesis evaluation study used SEM approach. Level of significance is considered as 5%.

Table 1. Composite Reliability

Sr#	Constructs	CR	Remarks
1	Tendency to use Social Media (TSM)	0.901	Good
2	Usefulness (UF)	0.813	Good
3	Ease of Use (EoU)	0.891	Good
4	Collaboration (Col)	0.873	Good
5	Communication (Comm)	0.901	Good
6	Trust (TR)	0.754	Good

Table 2 depicts score of discriminate validity of measurement instrument; the square root of AVE for each construct must be larger than cross-correlations with other constructs. Below Table 2 show the discriminant validity figures.

The structural model estimation and hypothesis testing presented in the current part in Table 3. The results of PLS-SEM analysis depict that influential factors (UF, EoU, Col, Comm and TR) significant effect on tendency towards social media usage (TSM); ($\beta = 0.361$, $p < 0.001$; $\beta = 0.627$, $p < 0.001$; $\beta = 0.120$, $p < 0.05$, $\beta = 0.357$, $p < 0.001$, $\beta = 0.341$, $p < 0.001$) respectively.

Table 2. Discriminant Validity

Sr#	Constructs	TSM	UF	EoU	Col	Comm	TR
1	TSM	0.95					
2	UF	0.57	0.91				
3	EoU	0.71	0.83	0.98			
4	Col	0.62	0.74	0.89	0.89		
5	Comm	0.83	0.69	0.77	0.79	0.81	
6	Trust (TR)	0.754	0.81	0.76	0.81	0.71	0.85

Independent variables (UF, EoU, Col, Comm, TR) significantly predict tendency to use social media ($\beta = 0.351$, $p < 0.05$, $\beta = 0.613$, $p < 0.001$, $\beta = 0.212$, $p < 0.05$, $\beta = 0.357$, $p < 0.001$, $\beta = 0.341$, $p < 0.001$) respectively.

Table 3. Hypothesis Results (Direct Effect)

Sr.	Hypothesis	Beta (β)	T-value	P-value
H1	UF-----→TSM	0.361	2.273	0.001
H2	EoU-----→TSM	0.351	2.022	0.030
H3	Col-----→TSM	0.627	2.350	0.020
H4	Comm-----→TSM	0.613	3.432	0.040
H9	TR-----→TSM	0.120	3.321	0.035

Description of hypothesis (Direct Effects)

H1: Direct effect of UF (Usefulness) to TSM (Tendency to use social media) found to be positive and statistically significant; the table 3 depicts ($\beta = 0.361$ with t-value as 2.273) which shows positive and significant result. Therefore, H1 Accepted. The findings of the study are in line with previous study of (Lu et al., 2005).

H2: Direct effect of EoU (Ease of use) to TSM (Tendency to use social media) found to be positive and statistically significant; the table 3 depicts ($\beta = 0.351$ with t-value as 2.022) which shows positive and significant result. Therefore, H2 Accepted. The results of the current study verify the findings of (Arshad and Akram, 2018); where ease of use positively influence the tendency of management towards social media adoption for their business operations.

H3: Direct effect of Collaboration (Col) to TSM (Tendency to use social media) found to be positive and statistically significant; the table 3 depicts ($\beta = 0.627$ with t-value as 2.350) which shows positive and significant result. Therefore, H3 Accepted. Previous studies found to be in line with current study and results depicted and verified results as the study of (Bernard and Rubalcava, 2000).

H4: Direct effect of Communication (Comm) to TSM (Tendency to use social media) found to be positive and statistically significant; the table 3 depicts ($\beta = 0.613$ with t-value as 2.432) which shows positive and significant result. Therefore, H4 Accepted. The findings of the study also support the results of previous studies conducted by (Kaplan and Haenlein, 2010).

H5: Direct effect of TR (Trust) to TSM (Tendency to use social media) found to be positive and statistically significant; the table 3 depicts ($\beta = 0.120$ with t-value as 4.321) which shows positive and significant result. Therefore, H5 Accepted. The results of the current study found to be contradictory with the study of (Toufaily et al., 2013), that trust doesn't influence the social media adoption in online purchasing, which is contradictory with present study and depicted positive significant relationship.

Moderating role of Trust (TR) for the present study is examined in this phase, researcher used PLS with steps that relies on regression analysis. The results depict the moderation role of Trust between predictors (UF, EoU, Col, Comm) and TSM; statistics shows direct significant effect of UF on TSM ($\beta = 0.652$, $p=0.000$). Further, results show predictors (UF, EoU, Col, Comm) have significant direct effect on TSM (Tendency to use social media) ($\beta = 0.351$, $p< 0.05$, $\beta = 0.613$, $p<0.001$, $\beta = 0.212$, $p<0.05$) respectively. Table 4; shows the results of moderating effect of constructs.

Table 4. In-Direct Result (Hypothesis-test moderation)

Sr.	Hypothesis	Beta (β)	T-value	P-value
H5	UF*TR→TSM	0.389	4.273	0.001
H6	EoU*TR→TSM	0.659	3.012	0.030
H7	Col*TR→TSM	0.827	5.340	0.000
H8	Comm*TR→TSM	0.017	1.511	0.50

Description: (Moderating role of Trust)

H5: Moderation effect of trust is investigated; hypothesis 5; results shows t-value 4.273 found to be higher than cutoff point 1.96; which indicate that trust moderate statistically significant between Usefulness and Tendency to use social media. Therefore, H5 is accepted. The moderating effect of trust on the relationship between UF and TSM found β value as ($\beta = 0.389$, $t = 4.273$, $p<0.05$), hence H5 accepted on statistical grounds.

H6: Moderation effect of Trust is examined between ease of use and TSM; hypothesis 6; results shows t-value 3.012 found to be higher than cutoff point 1.96; which indicate that Trust moderate statistically significant between EoU and TSM. Therefore, H6 is accepted. The moderating effect of trust on the relationship between EoU and TSM found β value as ($\beta = 0.659$, $t = 3.012$, $p<0.05$), hence H6 accepted on statistical grounds.

H7: Moderation effect of trust is also examined between collaboration and TSM; hypothesis 7; results shows t-value 5.340 found to be higher than cutoff point 1.96; which indicate that trust moderate statistically significant between Collaboration and TSM. Therefore, H7 is accepted. The moderating effect of trust on the relationship between Collaboration and TSM found β value as ($\beta = 0.827$, $t = 5.340$, $p<0.05$), hence H7 accepted on statistical grounds.

H8: Moderation effect of trust is shown; hypothesis 8; results shows t-value 1.511 found to be lower than cutoff point 1.96; which indicate that trust doesn't moderate statistically significant. Thus, the result shows no credibility and rejected. Therefore, H8 is rejected. The moderating effect of trust on the relationship of communication and TSM found β value as ($\beta = 0.017$, $t = 1.511$, $p < 0.05$), hence H8 rejected.

Conclusion

The usage of social media includes face-book, Twitter, LinkedIn and internet based computer systems but the usage of technology in Arab world was neglected so far, however there are few studies have been conducted in Saudi Arabia, USA and Jordan to examine the effect of social media. The current study attempts to investigate the relationship of influential factors including ease of use, usefulness and communication and collaboration to determine the tendency towards usage of social media application in Saudi Arabian communication sector. Further, trust was used in the present study to determine the moderating role. The current study contributes in the body of knowledge in explaining the relationship between influential factors and tendency towards social media usage in services sector, the relationship between ease of use, usefulness, communication and collaboration is explained in context of communication sector of KSA.

The results depicted that all direct relations and hypothesis were accepted, direct hypothesis H1, H2, H3, H4 and H9 were accepted as they positively significant influenced by usefulness, ease of use, communication and collaboration, where determination of dependent variable of tendency towards usage of social media. The indirect relationship and hypothesis H5, H6, H7 were accepted on statistical ground and H8 was rejected on statistical indicators. Results showed that trust moderated relationship between usefulness, ease of use collaboration and tendency of social media application usage and found that trust moderate the relationship, but trust doesn't moderate between communication and tendency towards social media application usage in academic sector of Saudi Arabia. There are various managerial implications faced by research scholar for conducting the study on social media usage and behavior of management towards social media usage. The management of firms is highly suggested to utilize technological advanced social media tools to conduct their business operations including awareness, advertising, and selling and customer acquisition. The study has limitations in identifying influential factors towards adoption of social media tools, in future studies can be conducted to entail managerial mind set, management style and leadership qualities towards the adoption of social media usage for business operations.

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OBawy ZARZĄDZANIA DOTYCZĄCE WYKORZYSTYWANIA MEDIÓW SPOŁECZNYCH: MODERUJĄCA ROLA ZAUFANIA W SEKTORZE KOMUNIKACJI SAUDYJSKIEJ

Streszczenie: Celem artykułu było zbadanie związku między determinantami użycia aplikacji w mediach społecznościowych. Determinanty te obejmują: zarządzanie, użyteczność, łatwość użycia, skuteczność współpracy i komunikacji między sektorem komunikacyjnym Arabii Saudyjskiej z umiarkowaną rolą zaufania do tendencji do korzystania z narzędzi mediów społecznościowych jako najnowszych osiągnięć technologicznych. Do zbierania danych z saudyjskiego sektora komunikacji wykorzystano kwestionariusz badawczy. Relacje i proponowane ramy zostały zbadane przy użyciu SMART-PLS. Zbadano i stwierdzono znaczący związek między determinantami oraz umiarkowaną rolą zaufania. Przyszłe badania powinny przeanalizować inne formy spontanicznych zachowań w miejscu pracy w relacji do korzystania z mediów społecznościowych. Badanie to stanowi prawdopodobnie pierwszy empiryczny test wspólnego wkładu w użyteczność, łatwość użycia, efektywnej współpracy i komunikacji z umiarkowaną rolą zaufania i tendencją korzystania z mediów społecznościowych w kontekście saudyjskim.

Słowa kluczowe: użyteczność (UF), łatwość użycia (EoU), współpraca (Col), komunikacja (Comm), zaufanie (TR), tendencja w kierunku mediów społecznościowych (TSM)

社交媒体使用的管理问题：调整沙特通信行业的信任角色

摘要：本研究试图研究社交媒体应用使用预测因子之间的关系；这些结构包括管理问题的有用性，易用性，沙特阿拉伯通信部门之间的协作和沟通的有效性，以及对作为最新技术进步使用社交媒体工具的倾向的调节作用。自我管理的调查问卷用于从沙特通信部门收集数据。使用SMART-

PLS检查了关系和建议的框架。检查了关系，发现构造之间存在显着的关系，但信任的调节作用并不显著。未来的研究应该检查社交媒体使用的其他形式的自发工作场所行为。这项研究提供了可能是有用性，易用性，有效协作和沟通的联合贡献的第一次实证检验，以及信任在沙特背景下对采用和社交媒体使用趋势的调节作用。

关键词：实用性（UF），易用性（EoU），协作（Col），通信（Comm），信任（TR），社交媒体趋势（TSM）。