

Influence of Social Media Usage and Work Performance on Organizational Performance: The Case of A Broadband Company in Oman

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Abstract

The objective of this study is to investigate the impact of social media usage on organizational performance in a Broadband Company in Oman. It also examines the influence of social media usage on employee work performance. The study utilized a quantitative research method. A sample of 108 employees was taken with purposive sampling, and analysis was carried out through the SPSS. Major findings showed that social media usage significantly influenced work performance. Moreover, applying the three models in determining the significant influence of social media usage and work performance on organizational performance: rapid adaptation, time to market, and cost reduction; findings revealed that social media usage and work performance significantly and positively impacts rapid adaptation, time to market, and cost reduction. Based on these outcomes, it is recommended that the use of social media can be integrated into the annual evaluation of employees as part of its criteria to ensure that social media has been utilized and improve the employee performance in terms of quantity and quality of the job.

Keywords: Social Media, Social Media Usage, Work Performance, SME, Organizational Performance.

1. INTRODUCTION

Recently, social media has become a vital part of people's daily activities. The use of different Social Media platforms impacted the economic, social, political, and environmental concerns of the world. It served as the main medium of communication and interactions among people globally. Businesses and marketers considered social media as a powerful and vital tool in marketing, and it helps to increase the brand value of the companies. Although there are some complexities in using social media as a tool for marketing, enterprises remain using it and keep

catering to the online community to make their market segments big. There was a survey conducted by Clutch and Smart Insights with 344 Social Marketers respondents globally and the result shows that enterprises around the world believe that social media increases their revenue and sales, and that trend will continue to evolve. It is because of its popularity that the consumers will depend on Social Media content as the basis of their purchasing decisions and those companies not utilizing the power of social media will lose their opportunities to get potential clients (Herhoid, 2017).

The year 2020 created many changes in life and the marketers need to adjust and intensify the online marketing of their enterprises through social media. The worldwide usage of social media increased this year and the marketers in the GCC regions need to approach Social Media marketing more localized considering how the different areas present their Social Media marketing based on the languages, contents, cultural expectations, and some barriers that the marketers need to overcome (Ntloko, 2020). Besides, the use of social media becomes very useful for organizations to achieve superior organizational performance not only in large-scale businesses but also in SMEs (Alawamleh & Murthy, 2020; Dodokh & Al Maaitah, 2019). However, the inconsistency of the result between these two is affirmed in the study of Ahmad et al. (2019) showing that there is no significant relationship between social media usage and organizational performance.

In the year 2017, the Mideastmedia survey result revealed that 8.5% or equivalents to 10 persons in the Middle East region are using the Internet. Similarly, in the Sultanate of Oman, most citizens use social media to communicate and bring their messages across the country and beyond. In the same year, there were 6.944 million mobile owners in Oman having an average of 1.5 mobile phones per individual. According to the research conducted by Statista, a German company based in Hamburg every person holding a mobile phone will not allow passing a few minutes without checking any message or notice from the different mobile applications on the phone. People are deeply attached to the different advantages and benefits that social media brought to their daily lives. Based on this fact, most people check their phones before sleeping and will put their phones beside their heads to easily check the messages on them. This kind of phenomenon has been extensively examined and discussed and generally disputed on the academic level.

Instagram is considered one of the most frequently visited Social Media platforms although it is not the first on the market. It gained its popularity among marketers because the user can send and accept messages and post their products and services easily in huge numbers of possible markets. According to the research of Baird et. al (2011), Instagram was concluded as the young Omanis' first preference in terms of Social Media platforms. The research also concluded that some adult people started to open their accounts on Instagram due to the useful information that they are getting from it. However, in the study by Garcia-Morales et al. (2018), it was concluded that the use of social media can give positive and negative outcomes to the enterprise. Those positive outcomes pertain to the factors of accuracy and reliability of the information, easy access, user-friendliness, and connectivity. For the negative results, the factors considered are privacy, security, dependency of the users, etc. In this study, the use of social media for marketing purposes will further be examined about its impact on SME performance.

As of 2016, Internet penetration in Gulf Cooperating Countries is growing together with the rate of subscriptions of mobile phones as well as the figures of the GCC Social Media users. It is given that the entrepreneurial activities in social media grow and increase because of the stated improvement of the technological progress in the GCC region. In the Middle East and North Africa (MENA) region, the penetration of the Internet grew by 27% from the year 2000 to the

year 2015. The trend was increased due to the developed nations located in the MENA region. This progress opened new opportunities and avenues for the enterprises to promote their brands and capture the online market in the GCC and MENA regions as well. GCC companies are aware of the use and maximization of online marketing. The companies are leveraging social media to attain their objective, growth, enhancement of their brand, and a great tool to market their offers and build long-time relationships with their clients. Those companies in retail, electronic, airline, foods, and e-commerce are considered as much engaged in terms of Social Media Usage. The Internet presence of GCC companies is becoming high. Twitter, Facebook, and LinkedIn are considered the famous Social Media platforms in GCC. The usage of Twitter in Saudi Arabia is higher in comparison to India, the UK, and Germany. In the5, LinkedIn researched 260 SMEs to check their Social Media presence. According to the result of the research 92% of the SME respondents already have Social Media accounts and were in the preparation of making their own. The SMEs preferred to use social media in terms of promoting their brands (Times of Oman, 2016).

In the year 2017, the penetration of social media in Oman increased by 43%. According to the study performed by Statista in the United Kingdom, some GCC countries like UAE, Qatar, Kuwait, and Bahrain ranges from 98 to 99% usage of search engine for online browsing. The use of Twitter in Oman generated 500000-600000 tweets daily and even some television channels in Oman used it to broadcast the activities of Oman's King- Majesty. Oman was recorded as the highest Twitter user in GCC countries and 90% accessed it using free mobile phones (Al Amri, 2017). Relative to this, the chosen organization in this study provides services to the SMEs in Oman including large enterprises and most of the businesses are classified as SMEs. The SME sector in Oman is considered savvy and used social media to promote their companies to create sales. There are 92% of SMEs in GCC promote their businesses on Instagram, Twitter Facebook, and other Social Media platforms. There was a report created by Orient Planet entitled social media as a Business Tool for SMEs in the Arab world that stated that there was a big growth of Arab people using the Internet in terms of communicating and connecting with their friends and families.

According to Khalid Al Haribi, Riyadh CEO the authorized government agency for SME development in the country, 90% of businesses in Oman are considered SMEs. These businesses used social media platforms due to their cost-effectiveness and affordability since the SME budget is minimal. As applied in this study, the company is a government-owned institution that provides and maintains the broadband infrastructure for service providers who served the SMEs. Moreover, the company is assessing its own rate of social media usage and its effect on its employees' work performance and on organizational performance. Sub-objectives identified in this study are to determine the different social media platforms used by the company; to assess the extent of social media usage by the company and its impact on the work performance; and, to assess the influence of social media usage and work performance on organizational performance in terms of rapid adaptation, time to market, and cost reduction.

2. LITERATURE REVIEW

2.1. Businesses in the Social Media World

According to Aral et. al (2013), social media contributed big benefits to any type of enterprise activity. They also confirmed that the different platforms in social media are surfed by the consumers to get information about the products or services that they want to avail themselves and buy. The recommendations from those satisfied consumers of the products and services give a big contribution to the buying decisions of the consumers particularly if the recommendations came from their friends or family members. Many of them still use and surf

other platforms to collect and gather more feedback about the products and services that they are interested to buy or avail of.

In the real estate business, many of the clients will check and search the location of the property that they intended to buy. That is the reason why real estate companies are spending a big amount of money and budget to allocate for their online marketing. Those real estate companies are using special applications for multimedia in terms of promoting their products and services (Aral et. al., 2013).

2.2. Social Media Usage

According to Shah (2020), there are 3.5 billion people or half of the Earth's population are using social media daily. 73% of the world's marketers agreed that using different platforms in social media is beneficial to the marketing strategy of the business. There were 54% of clients used social media to research the products and services that they like to buy. The size of the company is not an issue in Social Media marketing, but it is very important to boost the brand promotion of any kind of business. Since the Covid-19 started, the use of social media as marketing become broad due to the limitation of the physical presence of the people and relying on many of the transactions online.

According to Hsu (2012), the usage of social media is considered the warehouse of a huge pool of consumers. It served as the storage of the consumers' information which served as the means of the source of the information about the web presence in the market. The concept and usefulness of social media are continuously changing and developing over the period. According to Kaplan et. al (2010), Social Media usage is composed of Internet-based tools that work on Web-based technology. This served as the ideological basis enabling the users to generate and create more contents to share with the end-users. According to the perception of the research conducted about the system-to-value sequence and downstream, social media also impacted the performance of the organization.

It is not a new thing that social media impacted the recent generation and has already been incorporated into the lifestyle of the people. It is not easy to neglect social media in the lives of many people and even in the business world all the professionals accepted its power in terms of making the business grow. Utilizing social media locally is very important in terms of promoting the Omani local businesses. It doesn't mean that by using Twitter or Facebook, the business will grow. It is also vital to learn and be knowledgeable on how to use the different platforms of social media wisely to attract followers, to know the right contents to be included in the post, and the tone of the Social Media platform that the company is using. The followers must be engaged, and a good technique is to ask their opinions and interactivity is a must. Then after engaging them, the business can promote its offers to the followers. Here are some suggestions on how to engage your audience on the Internet: **Facebook**. This platform is useful in terms of building loyalty to the brand and converting the page followers into potential customers. It is very easy to monitor the free competition and it is useful in terms of benchmarking the site performance over a while. It is good to post contents that will engage the followers and try paid advertising or to make partnerships with non-profit organizations to maximize the Internet presence. **Twitter**. Looking for the right person to follow is vital and familiarization with the management of the application to use it effectively. In the beginning, it is important to observe and study the tone of the people that you are following and their life interests and then start to tweet intelligently. Always start and initiate the conversation and give great customer service using Twitter to attract more viewers and followers. **LinkedIn**. This application is helpful for business owners in terms of expanding and increasing relationships with their friends and contacts. It is good to set up the LinkedIn page for the business and

ensure to tie with the local groups. Start posting useful content and blogging and leverage all the employees and your business potential. It is vital to make the business network grow to find the prospects and give them meaningful reasons to be connected and then start the intention of the business and do the action. **Instagram.** This is useful in terms of posting videos, blogs, and doing the hashtag which is useful in terms of searching. It is useful in terms of motivation and inspiring potential customers for the business. **YouTube.** Considered the world's famous and biggest tool for searching, this is very good in terms of brand promotion. There is a great chance to touch your target customers and get good sales after watching the business promotions and videos (Esadacom, 2016)

There are many Social Media applications and platforms that are widely used, and the role of the business is to maximize them and learn the proper way to use them. A successful campaign in the country particularly in Oman always required conversation that is interactive to know the needs and the likes of the clients (Esadacom, 2016).

2.3. Marketing Through Social Media

Social Media marketing pertains to the use of businesses or organizations on different platforms in social media to promote their services and products. It becomes popular since there are millions of Social Media users' interactions on Social Media networks every day. It is an ideal place to do the marketing for the enterprises to promote their brands. The top platforms in social media are Twitter, Instagram, YouTube, and Facebook to name a few. It also includes the marketing campaign management, scope setting, governance, and establishing the culture and tone of the Social Media account of the enterprise. One good strategy in Social Media marketing is the posting and creating of useful content for the followers and users of the Social Media network. This kind of strategy has similarities to word-mouth marketing the helps businesses increase their popularity on the Internet. Social Media Marketing is very important for the enterprise due to its cost-effectiveness in terms of brand promotion. It can easily fit all types of marketing budgets. Always remember that a successful campaign in marketing should reflect directly on the increase of the firm's revenue as well as the increase of the firm's popularity online to attract and reach more online customers and followers (Fawzi, 2020).

According to Zarella (2010), there are many types of online marketing strategies that can be done in social media such as blogging, microblogs, Social Media networking, sharing of sites, bookmarking, virtual world, sites for voting, forums, etc. The process of endorsing the firm's products and services through its website is called Social Media marketing. This is another way of marketing the firm's brand through online channels or mediums which is different from the traditional way of advertising or marketing (Weinberg, 2009). Moreover, Stileman (2009) and Mangold et, al. (2009), stated that social media helps to facilitate the customers' distribution of the brand information to their families, relatives, and associates. In terms of honesty in marketing the products, social media is considered more honest in terms of communicating with the clients because of the uncontrolled way of giving ideas and information to the clients about the products or services of the companies.

According to the result of the study by Ines (2016) entitled, social media as a Marketing Tool: Case of Small and Medium Enterprise in the Sultanate of Oman, there were no barriers in terms of technologies needed to use the Internet as a marketing tool in Oman because of the availability of the devices with applications for social media and the fast Internet line in the country. The usage of social media in marketing activities must be promoted in schools, universities; NGOs, and business organizations, and there must be a massive campaign in the country for the SMEs to attain higher profitability. The research concluded that there must be a guideline or policy for implementation to protect the SME sector in Oman from any

unscrupulous users and the government must give incentives to SMEs to encourage the use of social media as tools in their respective business activities.

2.4. Work Performance

Work performance was defined by Koopmans et al. (2011) as the behavior or actions of the employees that are consistent with the goals of the organization, and it can be measured by the amount of work, work quality, work result, behaviors or attitudes, presence, and cooperation (Etikawati & Udjang, 2016; Groen et al., 2017; Kallio et al., 2017; Simanjuntak & Hamali, 2016). Motowidlo & Van Scotter (1994) categorized work performance into task performance and contextual performance. Task performance encompasses the individual's ability to achieve his/her task while contextual performance implies how the performance is accomplished in the context of his job. In application to this study, the work performance was used utilizing both the task and contextual performance.

2.5. Relationship Between Social Media Usage and Work Performance

In the study of Cetinkaya & Rashid (2018), they found that social media usage in the workplace improves work performance in both task and contextual performance. They also stressed the importance of training the employees in social media usage to maximize their performance in the workplace. The use of social media networks helps establish good relationships between senior management and employees, which further helps enhance worker performance (Collins & Clark, 2003).

2.6. Organizational Performance

The performance of the organization or firm refers to the way the firm of attaining and reaching its financial goals following the requirements of the market (Li. et al., 2006). Haworth (2007) mentioned that the performance of the organization is the result of the firm's innovations, policies, and loyalty. Image, culture, and creativeness. Haworth (2007) also stated that an "organization's performance refers to the transformation inputs which turns and converted into useful outputs to attain a specific result or outcome. If the content is the basis of the performance of the firm, then it pertains to the economy of the organization having the least cost, it also refers to the relationship between the achieved effectiveness and the result of the cost referring to the efficiency and the relationship between the attained result or output which also refers to the effectiveness.

The performance of the organization covers three specific domains of the result in the organization such as the following: 1. Financial which includes the ROA, ROI, and income. 2. Market Performance of the product which covers the sales and the market share. 3. Return to the shareholders covering the added economic value and the total return to the shareholders. According to the result of the study of Ahmad, et. al (2019) entitled, "Social Media Adoption and its Impact on Firm's Performance in the Case of the UAE", the adoption of social media in marketing the business does not affect the performance of the firm. The output of the study can be used by the management in terms of deciding for the firm to be updated on the trends based on research on the technology and innovations particularly in social media to make the SMEs ubiquitous and get more benefits on the advantages of Social Media marketing. The study followed the multi-perspective framework that combined the environmental, organizational, and technological elements that affect the operations of the SMEs in the United Arab Emirates.

2.6.1. Rapid Adaptation

The organization must have a workforce that can deal and interact with the different challenges in the external and internal environments. For the organization to act and predict the vital

responses to the different changes that may happen regularly to the organization (Byham et. al, 2005).

2.6.2. *Time to Market*

Organizations are working hard to minimize the time they need to promote new products as the basis for their competitive advantage over their competitors. According to Vinerean et al. (2013), time to market refers to the time span needed to create new or even fresh produce that comes from the initial idea of products to sell in the market. Alfonso et.al (2008) mentioned that it is considered one of the sources of enterprise advantage in the competition.

2.6.3. *Cost Reduction*

Cost reduction pertains to the actual lessening of the unit cost of the products in manufacturing or services given or offered in the marketing without affecting its suitability for intentional usage. Cost reduction is different from cost saving which is for short-term and only temporary processes and it happens due to the lessening of product quality. The reduction cost pertains to the vital characteristics and products or services quality perseverance (Barbole, 2013).

2.7. Impact of Social Media Usage and Work Performance on Organizational Performance

Vast studies have investigated the influence of social media, and its benefits on organizational performance. The study of Dodokh and Maaithah (2019) stressed that social media influence different variables on organizational performance, competitive advantage, brand loyalty, entrepreneurial orientation, customer relationship management, and consumer buying behavior. Moreover, Parveen et al. (2016) found that there is a very strong relationship between social media usage and organizational performance in terms of improved customer relations, accessibility of information, and cost reduction. The significant impact of social media on organizational performance was confirmed in the study of Moen et al. (2008) although they did identify which of the variables of social media significantly influence the organizational performance variables.

In the study of Kimani (2015), it was ironed out that, marketing using social media adds value in connecting clients at a faster pace specifically considering the different locations that do not need physical contacts and it practically enables the organization to engage in timely communication and address the needs of clients online. In addition, research conducted by Apigian et al. (2005) revealed that the utilization of social media through the internet increase profit, and enhances customer relationship management, time reduction, and cost reduction.

Singla & Durga (2015) also lamented that the concept of social media is not only all about likes and pictures but rather enhances acknowledgment for external users and customers like sales and marketing. Ferrer et al. (2013) studied the influence of social media technologies on organizational performance, and they found that these technologies impact social capital which in turn affects organizational performance.

2.8. Conceptual Framework of the Study

The conceptual framework of the study comprised of independent and dependent variables. Independent variables are Social Media Usage, Work Performance. The dependent variables are composed of factors on the enterprise organizational performance such as rapid adaptation, time to market, and cost reduction.

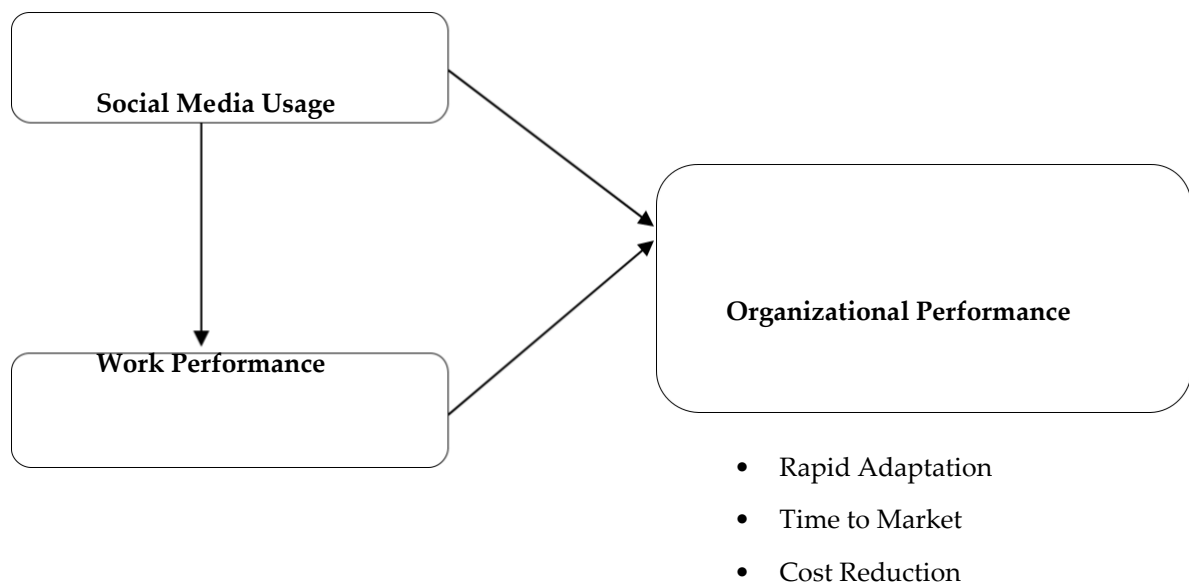


Figure 1. Conceptual Framework of the Study

In this study, the hypothetical assumptions are stated based on the researchers' objectives developed as presented.

- H1. There is a significant relationship between social media usage and the work performance of employees in Oman Broadband Company.
- H2. There is a significant relationship between social media usage and work performance on organizational performance-rapid adaptation.
- H3. There is a significant relationship between social media usage and work performance on organizational performance-time to market.
- H4. There is a significant relationship between social media usage and work performance on organizational performance-cost reduction.

3. RESEARCH METHODOLOGY

In this study, the quantitative research design was utilized. The emphasis of this study dealt with "what" rather than "why" and it aims to describe the population, subject, and phenomena. Moreover, a questionnaire survey was used to facilitate the collection of information to address the research objectives. Moreover, the survey research was utilized by the researchers considering that the nature of research is quantitative, and respondents' feedback is required to arrive at the achievement of the research objectives.

To get the sample, total population sampling was employed, considering that the total number of employees is only 146 distributed from all departments. However, out of the 146 questionnaires delivered to the respondents, only 108 filled questionnaires were retrieved, or a retrieval ratio of 74%. This ratio was because some employees were unwilling to give time to complete the questionnaires and were hesitant to voice their opinions on the subject matter.

Furthermore, primary data were utilized in this study and the main instrument is self-administered questionnaires comprised of two parts. The questionnaires were adopted and modified from Dodokh and Maaitah's (2019) study. The first part of the questionnaire focused

on describing the demographic profile of the respondents in terms of gender, education, age, income, and years of service. The second part consists of responses to the survey questions which are social media usage, work performance, organizational performance-rapid adaptation, organizational performance-time to market, and organizational performance-cost reduction. The questions on social media usage consist of five items; work performance, six items; organizational performance-rapid adaptation, five items; organizational performance-time to market, four items; and, organizational performance-cost reduction, five items. The 5-point Likert scale was utilized to assess the responses of these variables and coded with the following: 1=Strongly Disagree (SD); 2=Disagree (D); 3=Neutral (N); 4=Agree (A); 5=Strongly Agree (SA). Numerical values were also assigned to the responses and distributed as 1=SD (1.00-1.80); 2=D (1.81-2.60); 3=N (2.61-3.40); 4=A (3.41-4.20); SA (4.21-5.00).

To ensure that the research instrument attained validity, questionnaires were sent to experts to check the content validity and whether the items fairly represent the entire domain that ought to be measured. It has gone through face validity to ensure that the questionnaires measure what it claims to and its clarity. It also checked grammar, sentence construction, spelling, and others. The pre-testing was done for validity, reliability, and answerability of the questionnaire. On the other hand, a reliability test was undertaken for internal consistency. Based on the Cronbach Alpha value, the measurement of reliability shall be done to test the consistency of the instrument which according to the authors, a value of 0.700 and above is considered reliable (Nunally, 1978; Hair et al., 2010). Specifically, the reliability test was done on the study variables namely Social Media Usage, Work Performance, Organizational Performance-Rapid Adaptation, Organizational Performance-Time to Market, and Organizational Performance-Cost Reduction, and results revealed that its values are more than 0.900 which is more than the minimum value of 0.700 thus, internal consistency is achieved (See Table 1).

Table 1. Reliability Test of Variables Used

Variables	Code	N	Cronbach's Alpha
Social Media Usage	SMU	5	0.960
Work Performance	WP	6	0.931
Organizational Performance-Rapid Adaptation	OP_RA	5	0.929
Organizational Performance-Time to Market	OP_TTM	5	0.933
Organizational Performance-Cost Reduction	OP_CR	4	0.943

This finding also coincides with the study of Saunders et al. (2007) stressing the suitability of the Likert-scale measurement in testing the reliability and internal consistency of the study variables. Finally, the collected data were coded and analyzed using SPSS. The first part of the questionnaire was analyzed using tables and percentages to show the gender, education, age, income, and years of service. The second part of the questionnaire (social media usage, work performance, organizational performance-rapid adaptation, organizational performance-time to market, and organizational performance-cost reduction) was analyzed mean and standard deviation and ranked according to descending order from the highest mean rating to the lowest mean rating. Furthermore, a correlation matrix was employed to determine the relationship among the study variables (Independent and Dependent). And three models of regression analysis were performed to determine the individual impacts of independent variables on dependent variables based on the study hypotheses. Model 1 regression is between social media usage and work performance (independent variables) on organizational performance-rapid adaptation (dependent variable). Model 2 is a regression analysis between social media usage and work performance (independent variables) on organizational performance-time to market

(dependent variable). Finally, Model 3 is between social media usage and work performance (independent variables) on organizational performance-cost reduction (dependent variable).

4. RESULTS AND DISCUSSION

The data are coded and analyzed using the SPSS version 21 package. The analysis was divided into two parts: The first part for demographic profile and the second part dealt with the responses to the survey questions related to social media usage and organizational performance. Descriptive statistics were utilized in the demographic profile while the correlation was employed to determine the relationship between the independent variables and the dependent variable, organizational performance. Lastly, multiple regression was employed to determine which of the independent variables significantly influenced the dependent variable.

4.1. Profile of the Respondents

Based on the demographic profile, a summary of the findings depicts that majority of the respondents are female and have acquired bachelor's degrees. Furthermore, most of the employees are in their 20s and 30s of age and are earning a salary range of RO 500-999. In terms of employment, a combined majority of the respondents served the company for 1-5 years and 6-10 years respectively.

4.2. Correlation Coefficient of Hypothesized Variables

To analyze the relationship between the independent and dependent variables, correlation analysis was utilized. The correlation matrix was performed to indicate the correlation coefficient between variables as shown in Table 12.

Table 2. Correlation Matrix of Study Variables

Variables		SMU	OP_RA	OP_TMT	OP_CR	WP
SMU	Pearson Correlation	1	.830**	.812**	.852**	.760**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	108	108	108	108	108
OP_RA	Pearson Correlation	.830**	1	.845**	.859**	.805**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	108	108	108	108	108
OP_TMT	Pearson Correlation	.812**	.845**	1	.874**	.833**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	108	108	108	108	108
OP_CR	Pearson Correlation	.852**	.859**	.874**	1	.815**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	108	108	108	108	108
WP	Pearson Correlation	.760**	.805**	.833**	.815**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	108	108	108	108	108

** . Correlation is significant at the 0.01 level (2-tailed).

Table 2 shows the correlation between the study variables used in this study. Specifically results revealed that there is significant relationship between social media usage (SMU) and working performance (WP), ($r = 0.760$, $p = 0.000 < 0.05$); a significant relationship between SMU on

Organizational Performance-Rapid Adaptation (OP_RA), ($r = 0.830$, $p = 0.000 < 0.05$); significant relationship between SMU and Organizational Performance-Time to Market (OP_TMT), ($r = 0.812$, $p = 0.000 < 0.05$); and a significant relationship between SMU and Organizational Performance-Cost Reduction (OP_CR), ($r = 0.852$, $p = 0.000 < 0.05$).

Further, the relationship between significant relationship between social media usage and work performance confirms the findings of Louie et al. (2016) and Wang et al. (2016) that social media tools such as blogs, WhatsApp, and social networking sites affect workers' performance at work. Liang et al. (2020) also added that the use of social media applies to both socially related (job satisfaction) and work-related (worker performance) purposes.

4.3. Regression Analysis of the Study Variables

To investigate the individual impacts of independent variables (Social Media Usage, Work Performance) on dependent variables (Organizational Performance-Rapid Adaptation, Time to Market, Cost Reduction), regression analysis will be performed with three regression models as stated: Model 1 on the individual impacts of Social Media Usage and Work Performance on Organizational Performance-Rapid Adaptation; Model 2 will be on the individual impacts of Social Media Usage and Work Performance on Organizational Performance-Time to Market; and, Model 3 which illustrates the individual impacts of Social Media Usage and Work Performance on Organizational Performance-Cost Reduction. The succeeding tables provide evidence of these relationships.

Table 3. Model Summary of Variables SMU, WP, & OP-RA

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.872 ^a	.760	.756	.55066

a. Predictors: (Constant), SMU, WP

It can be summarized in Table 3 that the regression model shows $R = 87.2\%$, $R^2 = 76.0\%$ and at a standard error of 0.55066. This result implies that 76.0% of the changes in the dependent variable (Operational Performance-Rapid Adaptation) can be explained by the independent variables (Social Media Usage and Work Pressure).

Table 4. ANOVA of the Model (SMU, WP, & OP_RA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	101.098	2	50.549	166.703	.000 ^b
	Residual	31.839	105	.303		
	Total	132.937	107			

a. Dependent Variable: OP_RA

b. Predictors: (Constant), SMU, WP

Table 4 depicts the ANOVA of the model. It further revealed that the F-Value is 166.703 at the significant probability value of 0.000 indicating the appropriateness of the model. It also means that the regression model measures accurately the independent and dependent variables.

Table 5. Coefficients of Independent (SMU, WP) and dependent variable (OP_RA)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

1	(Constant)	.167	.168		.992	.323
	SMU	.484	.069	.516	7.012	.000
	WP	.404	.072	.413	5.622	.000

a. Dependent Variable: OP_RA

In investigating the individual relationship of independent and dependent variables, Table 5 depicts the significant positive relationship between social media usage on organizational performance-rapid adaptation ($\beta = 0.516$, $p < 0.05$) and the positive significant relationship between work performance on organizational performance-rapid adaptation ($\beta = 0.413$, $p < 0.05$).

Table 6. Model Summary of Variables SMU, WP, & OP-TTM

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.878 ^a	.770	.766	.59504

a. Predictors: (Constant), SMU, WP

Table 6 reveals that the regression model shows $R = 87.8\%$, $R^2 = 77.0\%$ and at a standard error of 0.59504. This finding indicates that 77.0% of the changes in the dependent variable (Operational Performance-Time to Market) can be explained by the independent variables (Social Media Usage and Work Pressure).

Table 7. ANOVA of the Model (SMU, WP, & OP_TTM)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	124.592	2	62.296	175.939	.000 ^b
	Residual	37.178	105	.354		
	Total	161.770	107			

a. Dependent Variable: OP_TTM

b. Predictors: (Constant), SMU, WP

Table 7 depicts the ANOVA of the model. It further revealed that the F-Value is 175.939 at the significant probability value of 0.000 indicating the appropriateness of the model. It also means that the regression model measures accurately the independent and dependent variables.

Table 8. Coefficients of Independent (SMU, WP) and dependent variable (OP_TTM)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.014	.181		-.075	.941
	SMU	.438	.075	.424	5.883	.000
	WP	.552	.078	.511	7.100	.000

a. Dependent Variable: OP_TTM

In dealing with the individual relationship of independent and dependent variables, Table 8 depicts the significant positive relationship between social media usage on organizational performance-time to market ($\beta = 0.424$, $p < 0.05$) and the positive significant relationship of work performance on organizational performance-time to market ($\beta = 0.511$, $p < 0.05$).

Table 9. Model Summary of Variables SMU, WP, & OP-CR

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.890 ^a	.792	.788	.52553

a. Predictors: (Constant), SMU, WP

Table 9 depicts that the regression model shows R = 89.0%, R² = 79.2% and at a standard error of 0.52553. This result implies that 77.0% of the changes in the dependent variable (Operational Performance-Cost Reduction) can be explained by the independent variables (Social Media Usage and Work Pressure).

Table 10. ANOVA of the Model (SMU, WP, & OP_CR)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	110.605	2	55.303	200.241	.000 ^b
	Residual	28.999	105	.276		
	Total	139.604	107			

a. Dependent Variable: OP_CR

b. Predictors: (Constant), SMU, WP

Table 10 depicts the ANOVA of the model. It further revealed that the F-Value is 200.241 at the significant probability value of 0.000 indicating the appropriateness of the model. The regression model measures accurately the independent and dependent variables.

Table 11. Coefficients of Independent (SMU, WP) and dependent variable (OP_CR)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.139	.160		.867	.388
	SMU	.529	.066	.550	8.040	.000
	WP	.398	.069	.397	5.793	.000

a. Dependent Variable: OP_CR

Taking into consideration the individual relationship of independent and dependent variables, Table 11 displays the significant positive relationship between social media usage on organizational performance-cost reduction ($\beta = 0.550$, $p < 0.05$) and the positive significant relationship between work performance on organizational performance-cost reduction ($\beta = 0.397$, $p < 0.05$). The significant positive relationship between social media usage on organizational performance cost-reduction is consistent with the study of Parveen et.al. (2016) stating that there is a very strong relationship between social media usage and organizational performance in terms of cost reduction.

5. CONCLUSION AND RECOMMENDATIONS

5.1. Conclusion

The study aimed at investigating the impact of social media usage and work performance on organizational performance in terms of rapid adaptability, time to market, and cost reduction.

Statistical data revealed that social media usage has a positive significant impact on work performance. Moreover, models 1 to 3 showed that there is a significant positive impact of social media usage and work performance on organizational performance-rapid adaptation, time to market, and cost reduction. The company responds quickly to the environmental changes (Internal and External) and therefore it has experienced rapid adaptation; has considered customers' feedback to determine the suitable time to market the products and has tried device means to cut costs. The result entails that social media usage significantly contributes to the work performance and organizational performance of the company in Oman. The company is also updated with the new social media networks to ensure that issues about work performance and organizational performance will be addressed accordingly.

Results from correlation analysis showed that there is significant relationship between social media usage (SMU) and work performance (WP), ($r = 0.760$, $p = 0.000 < 0.05$); a significant relationship between SMU on Organizational Performance-Rapid Adaptation (OP_RA), ($r = 0.830$, $p = 0.000 < 0.05$); significant relationship between SMU and Organizational Performance-Time to Market (OP_TMT), ($r = 0.812$, $p = 0.000 < 0.05$); and a significant relationship between SMU and Organizational Performance-Cost Reduction (OP_CR), ($r = 0.852$, $p = 0.000 < 0.05$). The relationship between social media usage and work performance as found in this study is consistent with studies that there is a significant positive relationship between these two constructs, which means that as social media usage increases, the work performance also increased (Cetinkaya & Rashid, 2018; Collins & Clark, 2003). Social media usage also positively impacts organizational performance particularly on rapid adaptation, time to market, and cost reduction as affirmed by previous studies (Dodokh & Maaitah, 2019; Ferrer et al., 2013; Kimani, 2015). However, Ahmad et al. (2019) finding contradicts the results as organizational performance is not affected by social media usage in the company. So, this inconsistency in the findings reflects that investigating social media usage is required continuously to determine its impact on organizational performance periodically.

And, in determining the individual impacts of independent variables on the dependent variables using three models, it can be summarized that there is a significant positive relationship between social media usage on organizational performance-rapid adaptation ($\beta = 0.516$, $p < 0.05$) and a positive significant relationship of work performance on organizational performance-rapid adaptation ($\beta = 0.413$, $p < 0.05$); a significant positive relationship of social media usage on organizational performance-time to market ($\beta = 0.424$, $p < 0.05$) and positive significant relationship of work performance on organizational performance-time to market ($\beta = 0.511$, $p < 0.05$); and, significant positive relationship of social media usage on organizational performance-cost reduction ($\beta = 0.550$, $p < 0.05$) and positive significant relationship of work performance on organizational performance-cost reduction ($\beta = 0.397$, $p < 0.05$).

5.2. Recommendations

Based on the study findings, the following recommendations can be proposed: First, the use of social media in the company can be intensified so that the awareness of its usage will be disseminated to all departments and companywide. The HR department may schedule the training that will focus on saturating the available social media networks used in the company and working hand in hand with the ICT department. Secondly, the use of social media can be integrated into the annual evaluation of employees as part of its criteria to ensure that social media has been utilized and thus, improve the employee performance in terms of quantity and quality of the job. Thirdly, to better serve the employees and customers, the entire management team should display knowledge and understanding in the utilization of social media platforms

so that clients who may contact any of the departments, positive responses shall be obtained, and service delivery can be done without any delay. Fourth, continuous upgrading of social media usage is required from time to time to ensure that the latest technological information is relayed to the employees and the customers. Finally, the management continues to give emphasis the use of social media as a platform to increase work performance and which will, in turn, increase organizational performance.

However, while the research achieves its objectives, it has also limitations that can be enumerated. The study is purely quantitative, so the responses and results are limited to scaled questions and are conclusive. Moreover, the sample is only 108 which is considered few to generalize the study findings. From these findings, it can be recommended that further similar studies shall be conducted to validate these findings and expand their methodologies to add interviews and focus groups to better understand social media usage and its impacts. More samples can be obtained to generalize the study findings.

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