Abstract: This study was designed to grasp the influence of E-SNS (Enterprise-SNS, which is being introduced for better business communication within an enterprise) on job performance under the consideration of job characteristics and personal characteristics that executives build. The study results proves (1) the usage of E-SNS is conducive to improving ‘Task-Technology Fit’, and has positive impacts on job performance of executives, (2) especially, E-SNS needs using to simple jobs not requiring complicating judgments, (3) an executive makes efforts to utilize E-SNS more when he/she carries out jobs proper to E-SNS and is accustomed to E-SNS.

Keywords: Enterprise Social Network Service: E-SNS, Task-Technology Fit, Job Performance

1 Introduction

The SNS used by companies, called ‘E-SNS (Enterprise SNS)’ began to attract interests from companies in 2006. The year of 2009 witnessed that companies tried to graft SNS into their own ERP (Enterprise Resource Planning) or KM (Knowledge Management), creating the E-SNS market at a full swing [6]. Attentions were not paid to the influence of E-SNS on job performance in companies, even though the impact of SNS went beyond social changes toward economic or marketing effectiveness and SNS was variously used in an enterprise, enabling executives to use it in the process of performing their tasks. Consequently, this study put focus and interests on how E-SNS used in a corporate affects job performances of executives. That is to say, this study aims to explore the impact of technological, task-like, and personal factors (triggered by the usage of E-SNS) on executives’ job performances.

2 Theoretic background

When SNS is utilized to deal with tasks, attentions are paid to some factors in terms of job performance: ‘business connection’, ‘social interaction’, ‘knowledge creation’, and ‘addiction’[3]. Plenty of researchers confirmed the positive influences: The introduction of E-SNS can allow executives at home and abroad to connect their businesses and their mutual interactions give rise to new tasks-related knowledge. On the contrary, negative impact of SNS is also observed- which is the concept of
Addiction: Executives are addicted to SNS to have personal communications, undermining their job performance[3].

The viewpoint of ‘Utilization of Technology’ was applied at the early stage of studies, mainly arguing that technological characteristics improve availability and users’ convenience, which facilitates the usage of technology and affects job performance[1]. However, ‘the Fit of Task and Technology’ put attentions on interaction between job characteristics and tasks and technology, insisting when technological characteristics are appropriately provided to tasks, tasks and technology have positive influence on job performance. ‘Task-Technology Fit Theory’ has been utilized to identify antecedent (leading) variables after Goodhue and Thompson[2] initiated ‘Technology-to-Performance Chain’, explaining the affected job performance influences tasks and technology as well [5].

3 Research hypothesis

3.1 Technological Characteristics and Task-Technology Fit

Thanks to E-SNS, business connection with other executives is consolidated and social interactions between executives are strengthened, creating various tasks-related data. The utilization of such data may lead us to the conclusion that E-SNS used by executives increases productivity, effectiveness, and availability in terms of individuals and their businesses. Therefore, the below-mentioned hypotheses are utilized to grasp the influences of ‘business connection’ and ‘social interactions’ on ‘Task-Technology Fit’.

H1a: Business connection has a positive (+) impact on Task-Technology Fit.
H1b: Social interactions exert a positive (+) influence on Task-Technology Fit.

Persistent communication with other executives through E-SNS can bear a positive influence (knowledge creation) and a negative impact (addiction). Accordingly, it’s necessary to identify on how ‘knowledge creation’ and ‘addiction’ (resulted from persistent communications between executives) influence their ‘Task-Technology Fit’. To this end, the following hypotheses are used to examine the impact of ‘Knowledge Creation’ and ‘Addiction’ on ‘Task-Technology Fit’.

H1c: Knowledge creation has a positive (+) impact on Task-Technology Fit.
H1d: Addiction has a negative (-) influence on Task-Technology Fit.

3.2 Relations of Factors Comprising Task-Technology Fit Theory

Even though he/she conducts important and daunting tasks, the executive will utilize E-SNS to address some simple tasks or to exchange information with other executives when he/she is well accustomed to SNS environment[4]. In short, it’s assumed that E-SNS exerts positive influences on ‘Task-Technology Fit’ when an executive feels...
he/she doesn’t need complicating judgement because the task is so simple, or feels he/she is used to E-SNS. Therefore, the below hypotheses are set.

H2a: Job characteristics have a positive (+) influence on Task-Technology Fit.
H2b: Personal characteristics have a positive (+) influence on Task-Technology Fit.

It necessary to utilize the following hypotheses to make answers to some questions: Under E-SNS environment, if ‘the Task-Technology-Fit’ is high in terms of various technological characteristics, job characteristics of each executive and personal characteristics, does it influence job performance positively? Does the high ‘Task-Technology-Fit’ increase executives’ intentions to utilize E-SNS and at the same time does the intention to utilize E-SNS have positive impacts on job performance?

H3a: Task-Technology-Fit influences the utilization of E-SNS positively (+).
H3b: Task-Technology-Fit affects job performance positively (+).
H3c: Utilization has positive (+) impacts on job performance

4 Analysis

4.1 Data Collection

Questionnaires (total 161) were distributed to executives in a company (including S-electronics) who utilize E-SNS for their jobs. 7 point Likert scale was used about each question, and PLS (Partial Least Squares) was used for empirical analysis as a statistical software. To analyze demographic and general characteristics of samples, frequency analysis was made. The demographic characteristics of respondents showed 84 males (52.2%) and 77 females (47.8%), a little bit lower than men.

4.2 Results of Goodness-of-Fit Test on Research Model

Path coefficients of H1 show H1a(0.296, p<0.001), H1b(0.106, p<0.1), H1c(0.177, p<0.001), and H1d(-0.078, rejected), demonstrating that ‘business connection’, ‘social interaction’, ‘knowledge creation’ driven by the introduction of E-SNS have positive influences on ‘Task-Technology-Fit’. To put it shortly, through E-SNS, executives at home and abroad can exchange tasks-related information, build social relations, or create new knowledge related to their tasks-which are useful and productive to executives. Path coefficients of H2 show H2a(0.221, p<0.01) and H2b(0.173, p<0.01), concluding that their ‘job characteristics’ and ‘personal characteristics’ affect ‘Task-Technology-Fit’. In other words, the coefficients imply that ‘Task-Technology-Fit’ increases under E-SNS environment when executives’ job is simple or doesn’t require complicating process of judgment and decision-making, or when executives think they are already accustomed to using E-SNS. Finally, each path coefficient of H3 shows H3a(0.626, p<0.01), H3b(0.655, p<0.01), and H3c(0.219, p<0.1), indicating that ‘Task-Technology-Fit’ influences ‘utilization’ and
job performance in a positive way and ‘utilization’ also has positive impacts on job performance.

5 Conclusion and limitations

This study enables us to conclude that technological characteristics of E-SNS (business connection, social interaction, and knowledge creation) influence Task-Technology Fit positively, which in turn affects the job performance of executives in a positive way, as well. First, the technological characteristics of E-SNS have positive influences on the Fit of job characteristics and personal characteristics of executives. It means various efforts are required to accelerate the exchanges of tasks-related information between internal and external executives of company. Second, under E-SNS environment, E-SNS plays important roles in improving job performances of executives. Especially it’s greatly conducive to executives who perform simple tasks without complicating judgment process or to executives who are familiar to using E-SNS. Furthermore, ‘addiction’ was regarded as negative by existing studies, but it doesn’t have significant influences on job performance of executives. It’s because opportunities for executives to be addicted to E-SNS are low because they are forced to communicate with other executives in an enterprise, even though a few of them show the propensity to addict. Accordingly, the influence of addiction is suggested as tiny and feeble.

References