

Determinant of Social Media Usage on Organization: Analysis of Millennial Employee of Telecommunication Company in Surabaya

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Abstract: *The urge to get in touch with others efficiently makes social media cannot be separated from people's lives nowadays. Moreover, the relationship between technological advancement and widespread usage of social media are pertinent to millennials who are big consumers of technology and digital natives. On the other hand, millennials are quite influential in Indonesia because most of the active workers in Indonesia are millennials. Therefore, the main focus of this research is analyzing the effect of social media usage by millennial employees on the corporate organization of one Telecommunication Company in Surabaya as its business is related to social media. This study utilizes the Structural Equation Modelling (SEM) approach using the Technology, Organization, and Environmental (TOE) Framework. The result shows that technology and environmental factors have a significant positive effect on social media usage, which offers a positive significant influence on the corporate organization.*

Keywords: *Corporate Organization, Millennial Employees, Social Media Usage, Telecommunication, TOE.*

Abstrak: *Dorongan untuk berkomunikasi dengan orang lain secara efisien membuat media sosial susah untuk dipisahkan dari kehidupan masyarakat saat ini. Selain itu, hubungan antara perkembangan teknologi dan masifnya penggunaan media sosial berkaitan dengan generasi millennial yang merupakan konsumen besar teknologi dan seorang digital native. Di sisi lain, kaum milenial cukup berpengaruh di Indonesia karena sebagian besar pekerja aktif di Indonesia adalah kaum milenial. Penelitian ini berfokus pada implikasi penggunaan media sosial oleh karyawan milenial pada salah satu perusahaan Telekomunikasi di Surabaya oleh karena sifat bisnis perusahaan ini sangat terkait dengan media sosial. Dengan demikian, kami menganalisis pengaruh penggunaan media sosial oleh karyawan milenial dalam operasi bisnis. Penelitian ini menggunakan Framework Technology, Organization, & Environmental (TOE) yang dianalisis menggunakan pendekatan Structural Equation Modeling (SEM). Hasil penelitian menunjukkan bahwa faktor teknologi dan lingkungan secara signifikan berpengaruh positif terhadap penggunaan media social yang pada akhirnya akan memberikan pengaruh positif yang signifikan terhadap organisasi perusahaan.*

Kata Kunci: *Perusahaan, Karyawan Milenial, Penggunaan Media Sosial, Telekomunikasi, TOE*

INTRODUCTION

We already know that the use of the internet has progressed rapidly in the last 20 years. This phenomenon is encouraging someone to make innovations to develop communication and information media that use internet features. Social media are the result of technological advancements driven by the growth of the internet. Social media are a platform for people to make social interaction by sharing and exchanging information digitally using the internet. Social networking has a range of benefits, including quick connectivity, versatile use, and can be accessed quickly. Social media can be used to share ideas, opinions, and content in virtual communities and present new ways of communicating using a completely different technology from traditional media (Watson, 2009). Technological advancements and technological innovations, such as smartphones, have also enabled the extensive use of social media. As we learn, technological advancement influences culture, particularly for millennials, so when we discuss social media, it would be related to millennials (Culandari, 2008).

Indonesia, a developing country in the world, is also inextricably linked to the advancement of the internet. In 2021, 191.4 million people in Indonesia, or 93.5 percent of Indonesia's internet users or about 68.9 percent of Indonesia's population use social media (We are social, 2022). Instagram, Facebook, and Twitter are commonly used social media in Indonesia (We are social, 2022).

As mentioned before, social media cannot be separated from millennials. Millennials were born and grow up in an all-digital environment (Yoris, 2016). Although the number of millennials is less than generation Z in 2021, millennials still

contribute 35.4 percent of The Indonesian workforce, the largest among other generations (BPS, 2022). Millennials are a unique generation because they have a mindset, values, and behaviors that are heavily influenced by the internet, smartphones, and social networks (Lukina et al, 2016). The development of the millennial lifestyle due to the emergence of social media has consequences on organization productivity. A previous study indicates that social media harm millennials, where excessive social media consumption leads to gadget addiction (Suryadi, 2015). Social media also harm employee job performance and job characteristics (Chaleff, 2016). As we know, employees are a vital asset to the company, and their existence is needed by the company. The company must manage its workers so that they can work properly, quickly, and optimally to achieve company goals.

Those explanations encourage research to define the effects of the social network by millennial employees on the corporate organization. One of the telecommunication companies in Surabaya is selected because the company's business is related to internet service, including social media. This company is unique because social media not only has negative impacts on the company but also has positive impacts on the company's business. Millennial employees were selected as it has the largest contributions to Indonesia's workforce in 2021. Besides that, millennials have more stable jobs than generation Z as 93.8 of percent millennials has job compared to 80.4 percent of generation Z (BPS, 2022). Purwaningrum et al (2020) find that the average age of middle managers was 39.9 years, whereas Fujianti (2018), Setiany (2019), and Mojambo et al (2020) find that most top managers were in their 50s. From

that explanation, we expect that the oldest millennials should be middle managers. In the next 10 years, millennials will hold important positions in the company as the oldest cohort will become top managers whereas the youngest will become middle managers.

Social media shows an important role as marketing media to promote company products that are associated with internet services. Social media also allows employees to interact directly with the customer to increase customer engagement, which will give benefit the company. Akpan et al (2018) and Ibekwe et al (2019) discuss social media adoption and firm performance in the Nigerian telecommunication sector. Akpan et al (2018) analyze social media usage and firm performance without investigating the factor that influence firms to adopt social media. Ibekwe et al (2019) investigated the factor that influence firms to adopt social media. However, they only examine it from a technological point of view. Tajudeen et al (2018) examine the impact of social media adoption on firm & organization and also investigate factors that influence firms to adopt social media with a holistic point of view by using the technology, organization, and environmental (TOE) framework. The TOE framework is a powerful framework that may be used to demonstrate the application of information technology (IT) advancement like the adoption of social media (Tajudeen et al, 2018). Effendi et al (2020) and Qalati et al (2022) also use the TOE framework to examine the impact of social media adoption on firm performance. However, the subject of Tajudeen et al, (2018), Effendi et al (2020), and Qalati et al (2022) analysis are small-medium enterprises (SMEs). This research use technology, organization, and environmental (TOE) framework to identify

the relationship of the TOE framework with social media usage in the organization for millennial employee of telecommunication company rather than SMEs like research by Tajudeen et al, (2018), Effendi et al (2020), and Qalati et al (2022).

LITERATURE REVIEW

Social Media

Social media is a digital technology software in form of apps and websites to accommodate communication and socialization by using digital content in the digital environment that is connected by the internet (Appel et al, 2020). Alshehri (2019) describes social media as a web-based service that allows users to make a profile that can be seen by the public and have connections and communication with others. The conveniences provided by social media make information dissemination faster and more comfortable. Social media is available in a multitude of ways. Misirlis & Vlachopoulou (2018) classify social media into social networking sites, content communities, blogs & microblogs, and online forums & discussions. Social networking sites (SNS) are web-based platforms where users can do two-way communication with colleagues such as instant messaging (Boyd & Ellison, 2007; Hsieh & Tseng, 2017). Content communities are the platform that provides content production and sharing such as YouTube and Instagram (Kaplan & Haenlein, 2010). Blogs & microblogs provide users to share personal journals that can be accessed and responded by other users or visitors like Twitter (Aichner & Jacob, 2015). Online forums & discussions are the platform for virtual discussion where users can do time-delayed communication with others, the opposite of real-time communication like in

chat and usually can be seen by the public (Aichner & Jacob, 2015).

Social media are instruments that enhance consumers' ability to communicate, collaborate, and take concerted action beyond the formal and corporate systems (Shirky, 2008). It's can be used as a tool to do commercial communication (Parveen et al, 2015). Social media can be used as an alternative to media like television as other advertising channel options (Fossen & Schweidel, 2019). The existence of social media benefits many people by providing a low-cost platform to interact quickly and efficiently. Social media also influence brand loyalty and consumer buying decision (Salem & Salem, 2019; Palalic et al, 2021). However, social media has negative impacts, including reduced direct or face-to-face interactions, the emergence of gadget addiction, and ethical and legal issues due to the emergence of content that violates morals, privacy, and regulations.

Millennial

Millennials are people who grew up in the internet era and were born in 1981-1996 (DePew & Gonzales, 2020). Millennials have different characteristics each individual. Several factors influence their characteristics and behavior, e.g., their place, economic, and social status. Moreover, other aspects, such as an open communication pattern compared to previous generations, are also significantly affected by technological developments. They also have a free view of politics and economics, so they seem very reactive to changes in their environment and have more attention to wealth (Lyson, 2004). Millennials pay more attention to the work-life balance aspect than Generation X (Tapscott, 2008). However, millennials and generation Z shared the same view about the

working environment as they attach the importance of flexibility, work-life balance, and a clear vision & integrity of a leader (Aguas, 2020). Millennials are an important cohort in the workforce as the greatest contributor even when the number of generation Z is more than millennials, most of its members are not working yet (Fry, 2018). From the explanation, we can understand the opinions that Millennials are have high purchasing power as their other unique characteristic (Walburg & Pokrywczynski, 2001).

Millennials grow in a world that is always connected for 24 hours and seven days. These facts influence how they seek information, solve problems, connect with other people, and communicate with each other. Millennials tend to change their jobs if they feel their expectations about their work are not met. That condition is influenced by their high self-esteem and narcissism (Bursch & Kelly, 2014). The explanation above shows that technology, organization, and the environment are essential factors for millennials.

Technology-Organization-Environmental (TOE) Framework

The TOE (Technology, Organization, and Environmental) structure describes the sense of technology, organization, and the environment that affects organizational processes in the introduction, application, and usage of technical technologies (Tornatzky & Fleischer, 1990). The technology context describes the technology that is already adopted and new technologies available to be used by the organization, which refers to both its technological equipment and development process. Organizational context discusses organizational characteristics and resources that are relevant to technology adoption. The

environmental context consists of the elements of the environment in which the organization performs its operations. This paradigm indicates that technical changes drive the implementation of technology, organizational circumstances, company and organizational reconfiguration, and the manufacturing climate (Kauffman &

Walden, 2001; Kowtha & Choon, 2001; Chatterjee et al, 2002). The TOE framework is very suitable to be used to analyze IT adoption in organizations and companies because it uses a more complete and comprehensive point of view (Oliveira & Martins, 2011).

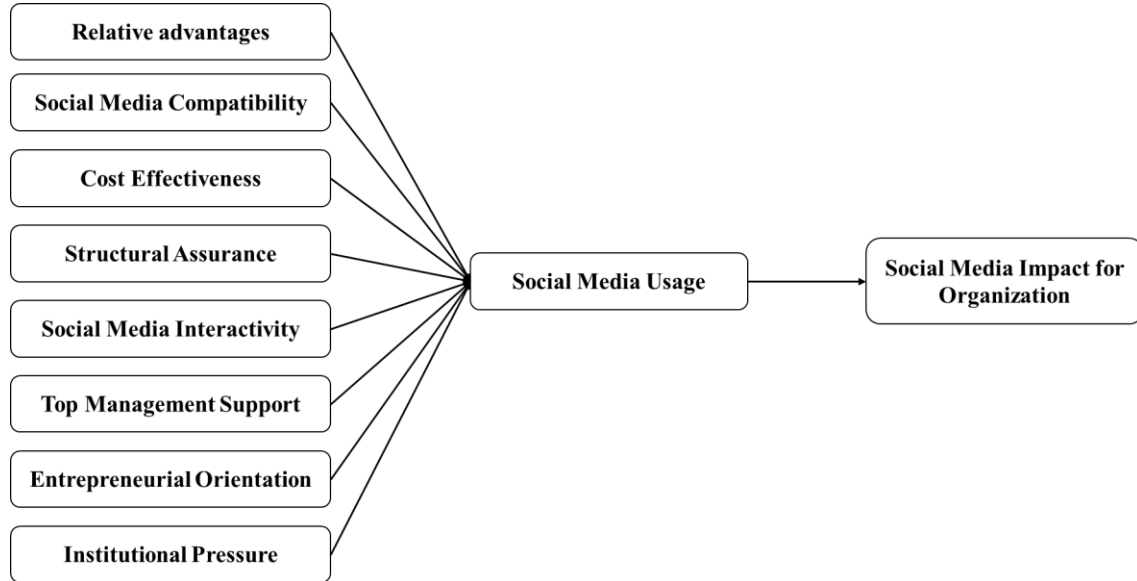


Figure 1. Conceptual Model of Analysis
Adopted from Tajudeen et al 2018

Conceptual Framework and Hypothesis

The hypothesis of this study was adopted from the previous study by Tajudeen et al (2018) and is shown in Figure 1. The TOE system demonstrates the implementation of technologies and offers a useful theoretical framework that can be used to research various forms of IT innovations. Relative advantage is based on the prospective benefits of technology use for millennial workers. Organizations are expected to benefit from the use of social media in a variety of ways., including the ease of collecting customer data. Those will enable firms to shape new enterprises, develop existing businesses, increase product revenue, enhance the number of interactions,

and enhance customer relationships (McKnight et al, 1998). Compatibility is another application distinctive proposed by TOE as a guiding force for decision-making on the introduction of new systems (Rogers, 1995). If technology is compatible with the current technology, techniques, history, principles, and operating habits of the organization, it will likely be used by the company. Tajudeen et al (2018), Ahmad et al (2019), and Qalati et al (2022) investigate the relationship between relative advantage and compatibilities with the adoption of social media. From the explanation above we can construct the first and the second hypotheses:

H1. Relative advantages within the context of technology affect social media usage.

H2. Compatibilities within the context of technology affect social media usage.

Several studies have revealed that cost-effectiveness is a substantial factor in implementing emerging technologies (Chong & Chan, 2012). Companies can reach customers effectively and at a relatively low cost through the implementation of social media. Cost savings is the successful essence of social media and is appealing not only to big global corporations but also to small organizations to increase profits (Jiang et al, 2010). Previous analysis has shown that the stronger one's trust in technology, the more likely it is to be implemented in a business. (Chong & Ooi, 2008). There are different sorts of trust-based institutions: situational normality and institutional insurance. Situation normality points out the assumption that success is to be expected as a result of the usual circumstances, whereas structural certainty refers to the expectation that the desired outcome may be attributed to contextual processes such as contracts, rules, and promises. Structural warranties are needed to use social networking technology in organizations. Social media is categorized as interactive media. This fact encourages people to use two-way communication more often. Social networking sites, such as Facebook, YouTube, and Twitter, incorporate social networking capabilities into company Websites, allowing for interactive dialogue among customers or between consumers and organizations (Lee & Kozar, 2009). Besides that, interactive technology innovations will be likely and easily accepted by their users. Qalati et al (2022) investigate the effect of cost-effectiveness and interactivity on social media adoption. Whereas, Tajudeen et al (2018) also investigate the effect of structural assurance on social media

adoption. From those explanations, we can generate the third, the fourth, and the fifth hypotheses:

H3. Cost-effectiveness within the context of technology affects social media usage.

H4. Structural assurances within the context of technology affect social media usage.

H5. Interactivity within the context of technology affects social media usage.

Many pieces of literature demonstrate that innovation assimilation is often driven by top management who are in charge of changing company traditions, principles, and community, which in turn allows organizational participants to respond to emerging innovations (Purvis et al, 2001). The implementation of social media is supposed to have multiple benefits, but some disadvantages of social media make top management hesitant to use it. A range of social media issues, such as excessive social media usage by employees, can affect productivity (Zyl, 2009). Based on the theoretical view of human resources, entrepreneurship orientation is seen as a critical asset for a business to prosper in an electronic age (Colton et al, 2010). Entrepreneurship orientation is characterized as strategies, procedures, and styles of the decision-making process for managers to behave in an entrepreneurial manner. Companies with high entrepreneurial orientation support new ideas and conduct experiments based on existing practices. For a technology that demands two-way communication and information openness like social media, managers must act entrepreneurially. Tajudeen et al (2018) and Qalati et al (2022) analyze the relationship between top management support and entrepreneurial orientation with the adoption of social media by firms. By using the explanation from this

paragraph, we can make the sixth and the seventh hypotheses:

H6. Top management within the context of an organization affects social media usage.

H7. Entrepreneurial orientation within the context of an organization affects social media usage.

Institutional pressure is defined as pressure from the institutional context that may lead to organizations adopting shared norms and routines (DiMaggio & Powell, 1983). Several scholars have taken an institutional approach to implementing Internet technology (Purvis et al, 2001). Past research shows that internet marketing tools were positively related to company performance (Shuai & Wu, 2011). Other research suggests that social media can influence organizations in digital ads, marketing, coping with customer service problems, mining innovations, and developing customer relationships (Solis, 2010). Therefore, as companies employ social media in several activities, including communications, customer service, and information processing, are likely to benefit the organization, particularly in terms of cost reduction, improving customer relationships, and increasing information accessibility. Tajudeen et al (2018), Ahmad et al (2019), and Qalati et al (2022) analyze the effect of institutional pressure on social media adoption in the organization and also the effect of adoption on organization performance. From the last explanation, we can construct the eight and the last hypotheses:

H8. Institutional pressure within the context of the work environment affects social media usage.

H9. Social media usage has an impact on the organization.

RESEARCH METHODS

Sampling and Data Collection

The data for this study was gathered by distributing an online survey. The respondents were millennial employees of one Telecommunications Company in Surabaya. The respondents' age was specified between 17 – 40 years as the working-age in Indonesia start from 17 years and the oldest millennials were born in the early 1980s. The number of populations were 1,246 people. By using Slovin's formula with a 10 % error, we got the minimum number of samples for this study was 92. The questionnaire is divided into two sections. The first section includes questions on demographic information of respondents consisting of gender, age, how long they already work, frequently used social media, and intensity of social media usage in a day. That part was used to determine whether the respondent fits the predetermined criteria. The second part contains questions on a Likert scale of 1 to 5 to assess the effect of social media usage (SMU) on the impact of social media for organizations (SMI) using exogenous variables consisting of relative advantage (RA), social media compatibility (SMC), cost-effectiveness (CE), structural assurance (SA), social media interactivity (SI), top management support (TMS), entrepreneurial orientation (EO), and institutional pressure (IP).

Data Processing and Analysis Techniques

This research uses the Structural Equation Modeling (SEM) analysis process, consisting of the measurement model and structural model analysis. This research referred to Tajudeen et al. (2018) in designing the structural model. The

conceptual model is shown in Figure 1. The measurement model analysis was divided into a two-part, validity test, and reliability test. The validity test uses factor loadings and average variance extracted (AVE), while the reliability test uses Cronbach's Alpha and composite reliability (CR). The measurement model is considered valid if all factor loadings and AVE have a value of more than 0.5 (Malhotra, 2014). The measurement model is deemed to be reliable if Cronbach's Alpha is greater than 0.6, and CR has a value of more than 0.7 (Malhotra, 2014). The analysis of the structural model will use to test the proposed hypotheses.

RESULT AND DISCUSSION

Demographic Result

A total of 128 data were collected but only 125 data were used in the analysis, as 3 data did not pass the screening process. Table 1 shows the demographic result from 125 data. From Table 1, we know that 50.4 % of respondents were female. We also know that 55.2 % of respondents have a maximum work experience of 7-years in the company being discussed. Besides that, the majority of respondents were heavy users of social media as 41.6 % of respondents spend their time just scrolling on their screen for more than six hours in one day. Last but not least, the 3 most used social media by respondents were Instagram, Facebook, and Twitter with 77.6 %, 44.0 %, and 43.2 % of respondents using those social media respectively.

Table 1. Demographic Information of Respondents

Demographic of respondents	Frequency	(%)
Gender		
Male	62	49.6
Female	63	50.4
Total	125	100.0
Length of working experiences		
1-7 years	69	55.2
8-14 years	56	44.8
Total	125	100.0
Intensity of social media usage each day		
1-3 hours	34	27.2
3-6 hours	39	31.2
More than 6 years	52	41.6
Total	125	100.0
Frequently used social media		
Instagram	97	77.6
Facebook	55	44.0
Twitter	54	43.2
Pinterest	37	29.6
Others	20	16.0
Total	263	-

Measurement Model

The measurement model was used to find out how to fit the data to the proposed model. This analysis can be divided into

two parts, validity test, and reliability test. The validity test uses factor loadings and average variance extracted (AVE) values, whereas the reliability test uses Cronbach's

Alpha and composite reliability (CR) values. The measurement model analysis result is shown in Table 2. From Table 2, it can be seen that the result of the measurement model can be stated as a valid result because the factor loadings for all indicators have a value of more than 0.5, and AVE for all constructs has a value of more than 0.5. Besides that, from Table

2, we also know that the measurement model was reliable as all constructs have the Cronbach's Alpha value greater than 0.6, and CR for all constructs has a value of more than 0.7. From those explanations, we can know that the measurement model was fit enough, and there will be no problem doing further analysis.

Table 2. Analysis of Measurement Model

Indicator	Factor Loadings	AVE	Cronbach's Alpha	CR
RA1	0.778			
RA2	0.796			
RA3	0.719	0.820	0.780	0.760
RA4	0.682			
SMC1	0.686			
SMC2	0.861	0.870	0.880	0.880
SMC3	0.973			
CE1	0.879			
CE2	0.827	0.840	0.860	0.870
CE3	0.768			
SA1	0.770			
SA2	0.835	0.780	0.870	0.870
SA3	0.878			
SI1	0.725			
SI2	0.863	0.660	0.860	0.860
SI3	0.670			
SI4	0.835			
TMS1	0.785			
TMS2	0.973	0.820	0.880	0.880
TMS3	0.764			
EO1	0.795			
EO2	0.850	0.760	0.840	0.850
EO3	0.809			
EO4	0.582			
IP1	0.754			
IP2	0.855	0.830	0.920	0.920
IP3	0.911			
IP4	0.912			
SMU1	0.694			
SMU2	0.704	0.770	0.893	0.850
SMU3	0.812			
SMU4	0.830			
SMI1	0.770			
SMI2	0.800			
SMI3	0.850	0.750	0.940	0.760
SMI4	0.890			
SMI5	0.869			
SMI6	0.787			

Structural Model

The aforementioned proposed hypothesis was checked by using the structural model. Table 3 depicts the result of hypothesis testing using the structural equation modeling (SEM) approach. From Table 3, four hypotheses were accepted, and five hypotheses were rejected. We know that cost-effectiveness (CE) has a significant positive impact on social media usage (SMU), supporting H3. We also know that social media interactivity (SI) has a significant positive impact on social

media usage (SMU), supporting H5. Moreover, institutional pressure (IP) has a significant positive impact on social media usage (SMU), supporting H8. Lastly, social media usage (SMU) has a significant positive impact on social media impact (SMI), supporting the last hypothesis. The other factors like relative advantage (RA), social media compatibility (SMC), structural assurance (SA), top management support (TMS), and entrepreneurial orientation (EO) did not have a significant impact on social media usage (SMU).

Table 3. Analysis of Structural Model

Hypothesis	Path	Coefficient	P-Value	Result
H1	RA → SMU	0.160	0.67	Rejected
H2	SMC → SMU	0.580	0.65	Rejected
H3	CE → SMU	0.230	0.01	Accepted*
H4	SA → SMU	-0.100	0.12	Rejected
H5	SI → SMU	0.540	<0.01	Accepted*
H6	TMS → SMU	0.970	0.17	Rejected
H7	EO → SMU	0.700	0.81	Rejected
H8	IP → SMU	0.280	<0.01	Accepted*
H9	SMU → SMI	0.870	<0.01	Accepted*

Discussion

This research shows how the TOE framework affects social media usage which in turn affects the social media impact on the organization in the company under study. Relative advantage (RA) had an insignificant effect on social media usage in this study. It has the same result as Ahmad et al (2019) study, but against Tajudeen et al (2018) and Qalati et al (2022) results. Social media compatibility (SMC) is insignificant to social media adoption. This result support Tajudeen et al (2018) and Ahmad et al (2019) result but challenge the result of analysis by Qalati et al (2022). Structural assurance (SA) has an insignificant issue in social media usage. It is against Tajudeen et al (2018) result. This could be happening because those

variables were not that important factors to drive millennial employees in using social media in their lives. However, cost-effectiveness (CE) and social media interactivity (SI) have significant effects on social media usage. This result supports Qalati et al (2022) result but challenges Tajudeen et al (2018) analysis. Those variables were important for millennial employees because we know that millennials have more attention to wealth and are open to change makes them seek convenience and simplicity to support their lives. Besides that, they tend to choose the change that is attractive to them and the change to make their lives easier.

There was also no significant impact happened in top management support (TMS) on social media adoption. This

result support both Tajudeen et al (2018) and Qalati et al (2022). Entrepreneurial orientation also has an insignificant effect on social media usage, but this result is against Tajudeen et al (2018) and Qalati et al (2022) results. It can happen because Tajudeen et al (2018) and Qalati et al (2022) studies focus on small-medium enterprises (SMEs) where entrepreneurial orientation may be important to SMEs. Besides that, this fact was quite reasonable as millennial employees need a boss who not only gives them authority but the one who can be their friends and someone who pays attention to their opinions. So, whether their boss permits them or not, they will use social media if that makes their lives easier. On the other side, entrepreneurial orientation (EO) may not be suitable for millennials as they might have a different orientation with entrepreneurial orientation determined by the company. As we know, if millennial employees feel that the company cannot accommodate their opinions, they will seek a new place to work. With those 2 variables did not have significant effects, we know that the organizational context was not relevant to millennials employee in adopting social media technology. So, whether the organization facilitates them or not in using social media, it will not affect their decision to use social media.

Institutional pressure (IP) has a significant effect on social media usage. This result support Tajudeen et al (2018), Ahmad et al (2019), and Qalati et al (2022) studies. As institutional pressure is a context of the environment, we know that millennial employees pay attention to their environment. It was relevant to their characters as people who pay attention to any environmental changes around them.

From the structural model, we also find that organizations can gain advantages from the usage of social media. This result has the same result as Tajudeen et al (2018) and Qalati et al (2022) studies but challenges the result of the investigation by Ahmad et al (2019). From that finding, we can say that social media usage among millennial employees will support them in completing work. This also will generate a positive impact on the company. This fact can be utilized by the company to use employee beliefs and get benefit from it. To get benefit from these opportunities, the company can provide a policy that enhances cost-effectiveness (CE), social media interactivity (SI), and internal pressure (IP), such as providing internet access to use social media, providing opportunities for employees to connect with consumers through social media, etc. By enhancing those factors, social media usage by employees are expected to give benefit the company as the majority of the employee are heavy users of social media. Besides that, the company should focus on Instagram, Facebook, and Twitter as the Top 3 most used social media by millennial employees.

CONCLUSION

The majority of millennials employees are heavy social media users because they spend more than 6 hours using social media in a day. Furthermore, we can know that they mostly use Instagram, Facebook, and Twitter. Based on SEM analysis, we can see that from 8 variables, only cost-effectiveness (CE), social media interactivity (SI), and internal pressure (IP) significantly affect social media usage. As we know that effectiveness (CE) and social media interactivity (SI) is the

technological context. Whereas internal pressure (IP) is the environmental context. From those explanations, only technological and environmental context from the TOE framework was accepted for social media usage by millennials employees in the company under study.

As the organizational context was not proven to affect the social media usage of millennials employees, any change in organizational policy will have no significant impact on the social media usage of millennials employees. In the last section of SEM, the performance of the studied company will be boosted through the millennial workers who are using social media. The company could take advantage of that relationship as the company could find that its millennials employee are heavy users of social media.

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