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# The Investigation of Social Media use and Digitalization Effects on Employees' Perspectives on Organizational and Individual Performance

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**ABSTRACT**

**Purpose –** Most studies of social media use are based on individual and some organizational perspectives. However, there are few studies that investigate the true effects of social media use on individual and organizational performance. Therefore, using a quantitative approach, this study investigates employees' attitudes toward social media use and its effects on individual and organizational performance. This study, investigates employees' attitudes toward social media use and its effects on individual and organizational performance.

**Design/methodology/approach –** The research analyzed and interpreted the data of 415 participants working for a retail company in the retail sector in Turkey in the context of the research model. In the research model, the relationship between the three primary variables is discussed. These are SMU: Social Media Use, ATDT: Attitudes Toward Digital Technology, IOP: Individual and Organizational Performance Variables. Social media use and organizational-individual performance variables, two of these three, are variables derived from previous studies in the literature and included as a one-dimension in the research model. The dependent variable "ATDT: Attitude Towards Digital Technology" was subjected to factor analysis.

**Findings –** The results show that the increasing use of social media with digitalization is critical to the performance of companies and individuals. At the same time, one of the findings of this study was the causal relationship between social media use and digitalization.

**Discussion –** The results show that the digitization factor resulting from the use of social media is an important factor in organizational and individual performance.

## 1. INTRODUCTION

Technological advances have prompted companies to shift towards digitization, and this familiarity has resulted in different social media use habits of employees. As technology advances in every field, companies have turned to research about how important investments in digitalization are and whether it has a positive impact on business outcomes. Technology is constantly evolving and evolving to suit the changing needs of the individual, and social media tools are acquiring new features (Bazarrova & Choi, 2014: 635-657). Thanks to this development and change, technology is being used effectively in all walks of life and social media has become a focal point at the heart of life. Social media platforms, built on the use of web-based technology, are an important factor because they provide two-way communication regardless of time and place. Access to and transmission of information has become a feature that can be achieved at every stage of life, and in this regard, the communications revolution has been witnessed.

On the other hand, while the pace of globalization is increasing, the use of the internet and social media has become important both individually and socially (Tutgun Ünal & Deniz, 2015: 51). The factors that negatively affect organizational performance are those that start with individual performance and spread throughout the organisation. These are attitudes and behaviours such as individual inertia, apathy, failure to understand and resistance to innovation, estrangement from new technologies, inability to update knowledge and experience, and outdated traditional knowledge. Behaviors seen as hindrances to the expansion and efficiency of a firm cast an intriguing light on social media. This platform leverages individual efforts for continual supervision, often swaying their professional conduct, living habits, and interpersonal bonds (Reuber & Fischer, 2010: 39-50). With its high degree of influence over personal functions in work situations or life scenarios and

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corresponding organizational foundations forming crucially relevant consequences resulting from it, examining impacts induced by the usage of such platforms upon organizational structures alongside individuals holds significant importance. This study embarks on exploration into effects brought about due to digital revolutionization including growing societal operation through these technology-driven circles regarding worker's potential along with corporate capacities. Moreover, our research results prove beneficial highlighting innovative strategies set forth contributing toward advancing operational output at organization-wide levels (Rickey Daugherty & Roath,2007:28).

In summary, this study aims to study the impact of digitization and the increasing use of social media on organizational and individual performance and to evaluate employees' perceptions of the digitization process. There are few studies that investigate the true effects of social media use on individual and organizational performance. Therefore, using a quantitative approach, this study investigates employees' attitudes toward social media use and its effects on individual and organizational performance.

## 2. CONCEPTUAL FRAMEWORK

Social media is a platform that expresses the digital environment in which people interact quickly and interactively. Social media platforms are places where individuals or other individuals share visual, text, and media content in various forms (Anderson, 2002). Apart from the purpose of creating, using or sharing information, social media platforms are also platforms where branding, advertising and promotion activities are carried out. Today, especially with regard to communication, public needs and consumption needs are met through social media platforms, and this has greatly affected everyday life (Kaya, 2013: 155-206). As the most popular activity of active online use, it is among the applications that attract a lot of users' attention today. There are apps Facebook, YouTube, WhatsApp, Facebook Messenger, VChat, Instagram, Twitter, Reddit, LinkedIn, Skype, Pinterest, Tumblr, Wikipedia, and blogging pages (Basilicco & Cha, 2015:181-194). Employees' beliefs about the effects of technology and how to manage technological change are seen as important factors in their decisions to actively cooperate or resist technological change (Slem, Levi & Young, 1986). The adoption of new technologies can have both positive and negative effects on employees (Majchrzak 1988); These effects can be personal or work related. With the increasing use of digitization methods in organizational business activities, resistance to technological changes may arise due to the pressures of adapting to new developments and the risk of job loss due to technological change. However, if technological change is seen as a way to do more challenging and creative work, advance your career, and move to a more partner organization, then employees collaborate and embrace technological change, this can be easy. The concept of performance is expressed as a measure of the level of achievement of a specific goal in the organizational structure. In other words, performance; This means determining the extent to which an individual, group or organization has achieved a job-related goal level. High individual performance directly affects the success of the organization (Çöl, 2008: 35-46). There is a direct relationship between the economic goals of the business and the individual performance of the employees. Because of this, companies' economic adoption and support for digital technology affects both individual and organizational performance. In this context, organizational performance includes variables that examine the impact of digitalization systems on business performance (Thong et al., 1996: 255; Zviran & Erlich, 2003: 82). In the face of increasing global competition, organizations need to improve their structure and operations by using technological innovations to enhance their performance. In particular, digitization helps to save time, identify and plan work, and shape the work done in organizations according to their capabilities (Thong et al., 1996: 255). In this way, performance rises within the organization and within the sector.

## 3. METHODOLOGY

### *3.1. Research Model, Data, And Method*

In the process of increasing the importance of digitization, it becomes necessary to investigate the interaction of individuals and organizations. Globally, technological developments and digitalization affect individuals, organizations and organizational work at various levels (Sen & Batı, 2020: 82). All the different interactions between the individual and the organization, all the variables related to the use of organizational and social networks, and the concepts of the use of social media by individuals are particularly effective in understanding, evaluating, interpreting and managing the concepts of digitization (Şen, 2017: 261). In this

context, researchers have recognized variables such as individual and organizational work performance, individual attitudes toward digitalization, and the perception of entrepreneurship and innovation, as important research areas. The research was carried out with the ethics approval of Maltepe University Ethics Committee, dated 03.01.2022 and numbered 2022/01-08.

Therefore, in this study, it is important to determine whether the impact of employee digitization and increased use of social media on organizational and individual performance is an important factor. The hypothetical relationship between the research model developed for this purpose and the model making structure is illustrated in Figure 1.

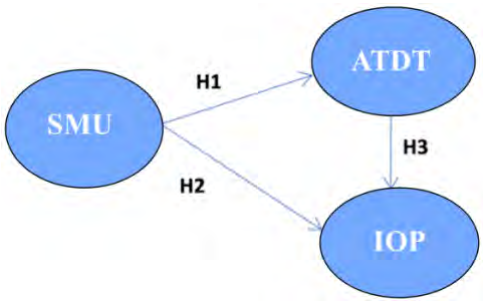


**Figure 1**. Research Model-1 and Hypothetical Relationships

(SMU: Social Media Use, ATDT: Attitude Towards Digital Technology, IOP: Individual and Organizational Performance)

Based on the research model presented in Figure 1, it is possible to state the main hypotheses in this study as follows: H1: There is a significant relationship between employees' social media use and their attitudes towards digital technology. H2: There is a significant relationship between employees' social media use and their individual and organizational performances. H3: There is a significant relationship between employees' attitudes towards digital technology and their individual and organizational performances.

### *3.2. Study Method, Sampling and Data Collection Tool*

In order to answer basic research questions, it is important to get the basic data directly. For this purpose, the survey method was used, which is one of the most functional tools for widespread and systematic data collection in the social sciences. During the data collection process, the research survey was conducted through in-person interviews and pre-appointment visits. As such, it aims to obtain a more accurate and reliable form of the questionnaire. The samples used in this study consisted of 415 white-collar employees working at corporate headquarters in the retail sector in Turkey. 41 statements representing the three key variables/elements that make up the research model presented in Figure 1 were sent to the participants. A section containing demographic information about the sample, which is a source of data, was included in the questionnaire and shown to respondents.

Employees' Attitudes Towards Digital Technology (ATDT) were evaluated in the 36-item Technological Change Questionnaire. In the survey, employees' beliefs about Digital Technology were rated on a 5-point Likert scale ranging from strongly agree to strongly disagree. The internal alpha consistency measure: a trusted coefficient of 0.79 by Levy et al. (1992), and a trusted internal alpha consistency coefficient for four sub-dimensions of 0.58 for "Personal Benefit", 0.78 for "Business Development", 0.73 for Job Stress, and 0.75 for "Personal Insecurity". Factors were generated using questionnaire items with a loading factor greater than 0.30 (Levi, Slem & Young, 1992: 132-142). The Individual Performance Scale consists of 5 items and is used with a 7-point Likert scale, which includes the phrases "strongly disagree" and "strongly agree". This scale was first used by Green et al. (2006: 559-579), Measuring accuracy and reliability. The Organizational Performance Scale was developed by Ramamurthy & Premkumar (1995: 349) and Steinbeck (1998: 2). Questionnaire questions were reviewed on a 5-point Likert scale from 1 (strongly disagree) to 5 (strongly agree).

As a result of the above details, the search scale used in this study; It contains a total of 41 statements measuring the three main variables. In this context, when the research model for this study, which was first introduced in Figure 1, was described in detail, the mentioned model was completed as Figure 2.

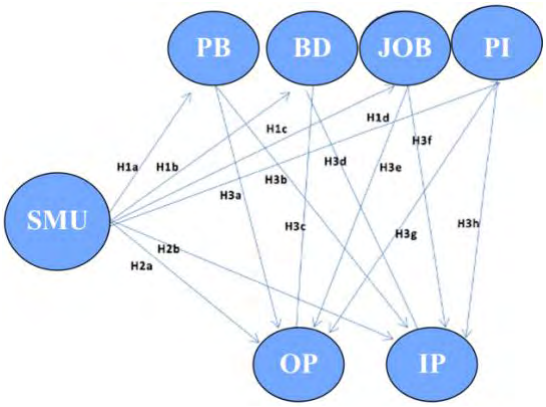


**Figure 2.** Research Model -2 / Final Version

(PB: Personal Benefit, BD: Business Development, JOB: Job Stress, PI: Personal Insecurity, OP: Organizational Performance, IP: Individual Performance)

Based on the research model presented in Figure 2, it is possible to state the hypotheses of this research as follows:

H1a: There is a significant relationship between the use of social media by the employees and the perception level of personal benefit in the digitalization process.

H1b: There is a significant relationship between the use of social media by the employees and the perception levels of business development in the digitalization process.

H1c: There is a significant relationship between the use of social media by the employees and the job stress perception levels in the digitalization process.

H1d: A noteworthy correlation exists between employees' social media usage and feelings of personal insecurity in the process of digitalization.

H2a: There's a significant link tying organizational performance to how much staff utilize social media.

H2b: An important connection is observed between an individual's performance and his or her use of social networks at work.

H3a: Worthy mention is, that there's an established relationship when it comes to perceived personal benefits level tied with business productivity amidst digital transformation operations.

H3b: One must note that during technological conversion processes, individuals observing high levels of benefit perception reveal strong ties with their own good performance.

H3c: There is a significant relationship between the perception levels of business development realized in the digitalization process and organizational performance.

H3d: There is a significant relationship between business development perception levels and individual performance in the digitalization process.

H3e: There is a significant relationship between job stress perception levels in the digitalization process and organizational performance.

H3f: There is a significant relationship between job stress perception levels and individual performance in the digitalization process.

H3g: There is a significant relationship between personal insecurity perception levels and organizational performance in the digitalization process.

H3h: There is a significant relationship between personal insecurity perception levels and individual performance in the digitalization process.

The data (41 statements) were prepared to measure the three main variables within the scope of the research model and the relationship between them and presented to the participants for analysis in a Likert scale 5-point format. In this figure, one end of the scale is 'strongly disagree' and the other end is 'strongly agreed'.

### *3.3. Data Analysis*

As a result of the research, it is important to indicate the type of population from which the data was collected. The demographic characteristics of the participating groups from which data were provided in this study are shown in Table 1.

**Table 1.** Demographic view of the sample

| | | **n** | **%** |
|---|---|---|---|
| Gender | Male | 231 | 58.80% |
| | Female | 162 | 41.20% |
| Age | 25-30 | 70 | 17.80% |
| | 31-36 | 147 | 37.40% |
| | 37-42 | 91 | 23.20% |
| | 43-48 | 54 | 13.70% |
| | 49-54 | 22 | 5.60% |
| | 55 and over | 9 | 2.30% |
| Marital status | Married | 212 | 53.90% |
| | Single | 181 | 46.10% |
| Education Status (Last Graduated Institution) | High school | 5 | 1.30% |
| | University | 242 | 61.60% |
| | Degree | 131 | 33.30% |
| | Doctorate | 15 | 3.80% |
| Working Time at Current Workplace (year) | 1-5 | 182 | 46.30% |
| | 6-11 | 138 | 35.10% |
| | 12-17 | 48 | 12.20% |
| | 18-23 | 17 | 4.30% |
| | 24-29 | 6 | 1.50% |
| | 30 and over | 2 | 0.50% |
| Total Working Time (year) | 1-5 | 71 | 18.10% |
| | 6-11 | 115 | 29.30% |
| | 12-17 | 103 | 26.20% |
| | 18-23 | 58 | 14.80% |
| | 24-29 | 34 | 8.70% |
| | 30 and over | 12 | 3.10% |
| How Many Workplaces Did You Work in Total? | 1 | 9 | 2.30% |
| | 2 | 81 | 20.60% |
| | 3 | 119 | 30.30% |
| | 4 | 68 | 17.30% |
| | 5 | 54 | 13.70% |
| | 6 and over | 62 | 15.80% |

When reviewing Table 1, it is found that the gender distribution is close to each other and the sample is representative of young people (97.7% of the 25-54 age group). The percentage of married couples in the sample exceeds a small difference. From the educational level perspective, the total sample size in undergraduate and postgraduate education was 94.9, which is a level higher than the general structure of society. In this context, it can be said that the sample is relatively educated.

Given the total working time, it is assumed that approximately one third of the sample has 6 or more years of experience and a significant volume has 12-17 years of working experience. The combined ratio of these two groups is 55.5%. The population, who is in the early stages of working life and therefore organizational life, and therefore relatively inexperienced, represents 18.1% of the sample.

### *3.4. Main Components Factor Analysis and Results*

In the research model, the relationship between the three primary variables is discussed. These are SMU: Social Media Use, ATDT: Attitudes Toward Digital Technology, IOP: Individual and Organizational Performance Variables. Social media use and organizational-individual performance variables, two of these three, are variables derived from previous studies in the literature and included as a one-dimension in the research model. The dependent variable "ATDT: Attitude Towards Digital Technology" was subjected to factor analysis. Different and relatively different approaches to digital technology metrics exist in the literature, and the dimensions generated by these metrics differ in part. Therefore, it is not possible to talk about a strong and broad relationship between the sub-dimensions. Therefore, the purpose of this study is to find out whether it consists of variable dimensions by applying basic factor analysis to 36 expressions that make up the dependent variable of "attitude to digital technology" taking into account these dimensions. Continue analysing the model search. within the account. It is the most important reason for factor analysis; To understand the similarities between a large number of expressions you try to measure the variables involved and express them with a small number of groups. At the same time, since the factor scores obtained here can be used in the next stage of regression analysis, they will be more clearly understood at what level can explain the important dependent variable.

**Table 2.** Individual Performance Scale Validity and Reliability Analysis

| **Dimensions (One Dimension)** | **Eigenvalue** | **Variance** | **Accumulated Variance** |
|---|---|---|---|
| **Individual Performance Scale** | 3,782 | 75,636 | 75,636 |
| **KMO and Barlett Test Results** | | | 0,885 |
| **Barlett Test** | **$X^2$** | | 1394,844 |
| | **Sd** | | 10 |
| | **P** | | ,000 |

As seen in Table 2, the Kaiser-Meyer-Olkin value of the individual performance scale was determined as = .885 and the Bartlett's Test value was determined as = 1394.844 ($p<.001$). Since the KMO value is higher than 0.80, the data obtained from the sample can be considered sufficient. The Bartlett's test result is less than .05 indicates that the relationship between the scale items is suitable for factor analysis. The eigenvalues of the factors of the five-item scale and the variance ratios they explained are shown. As can be seen in the table, a single factor with an eigenvalue greater than 1 was determined. A single factor explains 75.64% of the total variance. The eigenvalue of the single factor is 3.78% and the amount of variance it explains is 75.64%. It is seen that the scatter plot in Figure 3 supports the conclusion that the scale has one factor.


Figure 3. Scatter plot for the Individual Performance scale dimension.

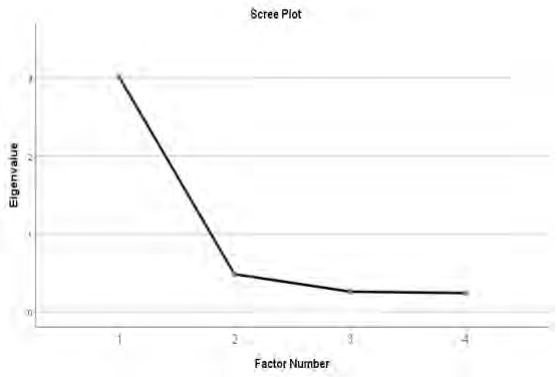


Figure 4. Scatter plot for the Social Network Usage scale dimension

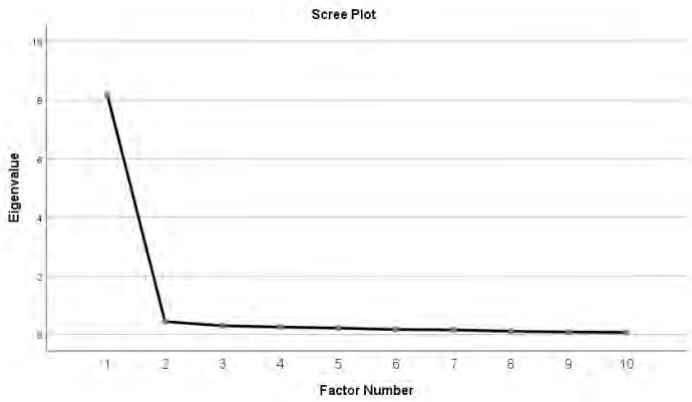


Figure 5. Scatter plot for Organizational Performance Scale dimension

**Table 3.** Social Network Usage Scale Validity and Reliability Analysis

| Dimensions (One Dimension) | Eigenvalue | Variance | Accumulated Variance |
|---|---|---|---|
| **Social Network Usage Scale** | 3,018 | 75,449 | 75,449 |
| **KMO and Barlett Test Results** | | | 0,804 |
| **Barlett Test** | 935,871 | | 1394,844 |
| | 6 | | 10 |
| | ,000 | | ,000 |

As shown in Table 3, the perceived social network scale was defined as a Kaisar-Meyer-Olkin value = .804 and the Bartlett test value was set as = 935.87 ($p < .001$). Since the value of KMO is 0.80, it can be accepted that the data obtained from the sample is sufficient. A Bartlett test result of less than 0.05 indicates that the relationship between scale objects is suitable for factor analysis. 4. The item scale factors and their specific variable values are shown in Table 3.

**Table 4.** Organizational Performance Scale Validity and Reliability Analysis

| **Dimensions (One Dimension)** | **Eigenvalue** | **Variance** | **Accumulated Variance** |
|---|---|---|---|
| **Organizational Performance Scale** | 8,169 | 81,695 | 81,695 |
| **KMO and Barlett Test Results** | | | 0,954 |
| **Barlett Test** | **$X^2$** | | 5266,196 |
| | **Sd** | | 45 |
| | **P** | | ,000 |

As seen in Table 4, the Kaiser-Meyer-Olkin value of the perceived risk scale was determined as = .954 and the Bartlett's Test value was determined as =5266,196 (p<.001). Since the KMO value is over 0.80, the data obtained from the sample can be considered sufficient. The Bartlett's test result being less than .05 indicates that the relationship between the scale items is suitable for factor analysis. The eigenvalues of the factors of the 10-item scale and the variance ratios they explained are shown in Table 4.

**Table 5.** ATDT: Attitude Towards Digital Technology Scale Factor Analysis

| **Factors**<br><br>**In my digitizing company……** | **Factor Loads** | **Explained variance %** | **Cronbach Alfa** |
|---|---|---|---|
| **Factor 1: Personal Benefit** | | **29.5** | **0.913** |
| I do my job much easier. | 0,723 | | |
| My work becomes less boring. | 0,73 | | |
| I solve my timing problems easily. | 0,782 | | |
| I can do a wide variety of tasks. | 0,753 | | |
| It allows me to do more important work. | 0,801 | | |
| It increases my personal control. | 0,8 | | |
| It provides me with more challenging tasks. | 0,437 | | |
| It improves my problem-solving skills. | 0,773 | | |
| It helps me reach my career goals easily. | 0,782 | | |
| Technological change is good for employees. | 0,624 | | |
| It increases the skill level of the employees. | 0,734 | | |
| Increases my marketable skills. | 0,663 | | |
| It greatly reduces the number of available employees. | 0,308 | | |
| **Factor 2: Business Development** | | **16.8** | **0.902** |
| It encourages change by allowing risk. | 0,699 | | |
| Existing employees will be able to fill new positions. | 0,756 | | |
| I have the opportunity to participate in the changes. | 0,605 | | |
| Top management takes a clear stance in supporting change. | 0,691 | | |
| Change allows to develop new technical skills. | 0,741 | | |
| Recruitment/placement decisions are fair. | 0,656 | | |
| The change will have little impact on my Business. | 0,388 | | |
| Technology and Computer training will be much easier. | 0,72 | | |
| In the Digitizing Business World, change is necessary to stay competitive. | 0,647 | | |
| Change requires more personal communication. | 0,563 | | |

| | | | |
|---|---|---|---|
| The change allowed my managers to monitor processes more closely. | 0,626 | | |
| Using advanced technological tools does not inspire confidence. | 0,315 | | |
| **Factor 3: Job Stress** | | **7,67** | **0,838** |
| The issue of my job responsibilities is unclear to me. | 0,646 | | |
| I'm worried that my jobs will be more stressful. | 0,729 | | |
| I am worried that the change will harm my relationships with my co-workers. | 0,761 | | |
| Advanced Technology and Computers make me uneasy. | 0,736 | | |
| The resulting change reveals contradictions in my demands. | 0,798 | | |
| I started to feel more time pressure. | 0,756 | | |
| **Factor 4: Personal Insecurity** | ,518 | **4,38** | **0,706** |
| I worry about the future of my job. | 0,586 | | |
| I'm worried because more talent is needed now. | 0,643 | | |
| I'm worried about having to learn new technologies. | 0,71 | | |
| I'm worried because I don't know how my job will be affected. | 0,713 | | |
| Change creates an extra workload. | 0,531 | | |
| **Total Variance Explained** | | **58.3** | |
| Kaiser – Meyer – Olkin (KMO) Value: 0.922 (varimax rotation) | | | **0,882** |

When the four dimensions are taken together, the total explained variance level is 58.3%. Given the alpha values, both dimensions are considered reliable. The higher the rate of variance in the factor analysis, the stronger the scale factor structure.

## 4. FINDINGS

### *4.1. Regression Analysis and Results for Research Model Variables*

The study questions how the use of social media in the process of digitizing the organization affects organizational and individual performance. The next step will examine the relationship between employees' perceptions of digitalization on organizational and individual performance. In this context, the primary independent variable in this model is "Social Media Use" (SMU), while the four sub-dimensions that make up the "Attitude Towards Digital Technology" (ATDT) variable are "PB: Personal benefit.", "BD: Business development" JOB: job stress. "PI: personal insecurity" represent the first group-dependent variables, and "OP: organizational performance" and "IP: individual performance" represent dependent variables. Various regression models were used to measure the relationship between the variables. The first three models examined directly cover the relationship between SMU and "attitude toward digital", and "individual and organizational performance" (IOP). The regression models in question and the results obtained are given in Figure 3 and Table 6. It is possible to express the regression models as the dependent variables $y_1 ... y_6$ and the factor size of the SMU as x:

**Model 1:** Personal Benefit (PB) and SMU Relationship

$y_1 = a + \beta x$

**Model 2:** Business Development (BD) and SMU Relationship

$y_2 = a + \beta x$

**Model 3:** Job Stress (JOB) and SMU Relationship

$y_3 = a + \beta x$

**Model 4:** Personal Insecurity (PI) and SMU Relationship

$y_4 = a + \beta x$

**Model 5:** Organizational Performance (OP) and SMU Relationship

$y_5 = a + \beta x$

**Model 6:** Individual Performance (IP) and SMU Relationship

$y_6 = a + \beta x$

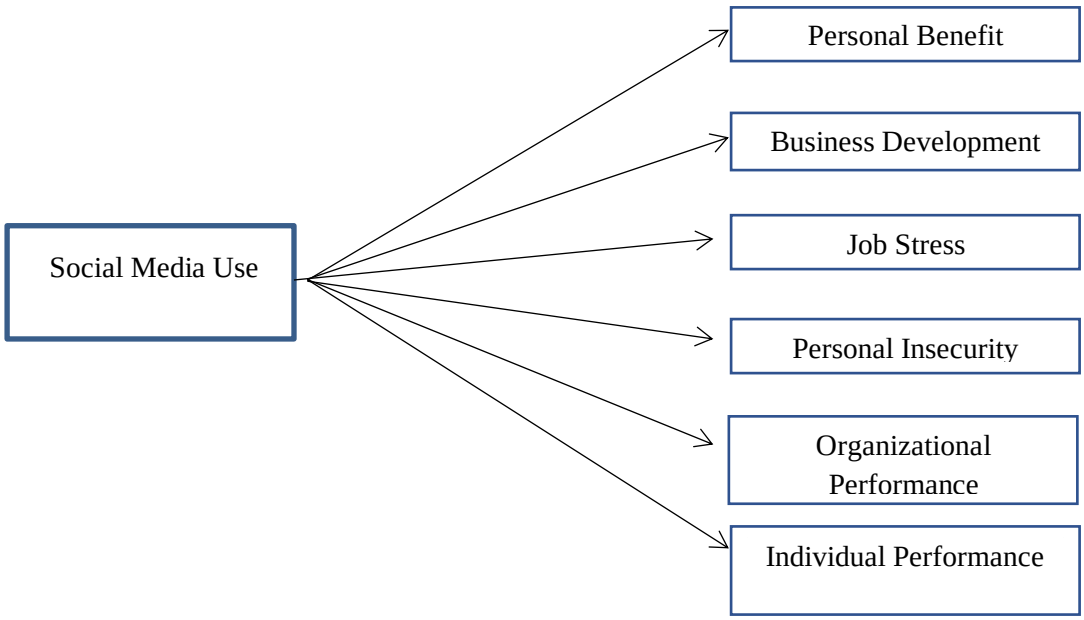


**Figure 3.** The first six regression models

**Table 6**. Regression analysis results for the relationship between SMU and the dependent variable

| | | | **Standardized Coefficient** | **t** | **p** | **Hypotheses** |
|---|---|---|---|---|---|---|
| **Model 1** | **$R^2$: 0.422 F: 285.478∗** | | Beta | | | |
| | SMU | | ,650 | 16,896 | **,000** | H1a:supported |
| ∗0.01 significance level; Dependent Variable: Personal Benefit (PB) | | | | | | |
| **Model 2** | $R^2$: 0.00 F: 0.021 | | | | | |
| | SMU | | ,007 | 8,066 | ,885 | H1b:not supported |
| ∗0.01 significance level; Dependent Variable: Business Development (BD) | | | | | | |
| **Model 3** | **$R^2$: 0.223 F: 112.348∗** | | | | | |
| | SMU | | ,472 | 10,591 | **,000** | H1c: supported |
| ∗0.01 significance level; Dependent Variable: Job Stress (JOB) | | | | | | |
| **Model 4** | **$R^2$: 0.444 F: 96.119∗** | | | | | |
| | SMU | | ,444 | 9,804 | **,000** | H1d: supported |
| ∗0.01 significance level; Dependent Variable: Personal Insecurity (PI) | | | | | | |
| **Model 5** | **$R^2$: 0.441 F: 309.005∗** | | | | | |
| | SMU | | ,664 | 17,570 | **,000** | H2a: supported |
| ∗0.01 significance level; Dependent Variable:Organizational Performance (OP) | | | | | | |
| **Model 6** | **$R^2$: 0.438 F: 304.541∗** | | | | | |
| | SMU: | | ,662 | 17,450 | **,000** | H2b: supported |
| ∗0.01 significance level; Dependent Variable: Individual Performance (BP) | | | | | | |

The results of the first six regression models are given in Table 6. The F-coefficient is assumed to be valid at the 0.01 level in each of the mentioned regression models (except for Model 2). According to the results of the regression analysis in Model 1, the F-coefficient is 285.47 1 (1%) valid at the significance level. In this model, the relationship between the Personal Benefit (PB) variable, which represents the dependent variable, and

Social Media use (SMU), which represents the independent variable, is discussed. The results of the regression analysis data show that employees' attitudes towards social media use explain a 42% change in their perceptions of the provision of Personal Benefits (PB) with changing digitization. It can be argued that as employees use more social media, they will personally benefit from the digitization of the organisation. Model 1, on the other hand, reveals that employees' attitudes toward social media use is an important factor in providing Personal Benefit (PB) with digitalization (t: 16896; p: 0.000).

According to the results of the regression analysis performed using Model 2, there is no significant relationship between Business Development (BD) representing the dependent variable and the Social Media Use (SMU) variable representing the independent variable. It has been observed that the attitude of employees towards the use of social media has no effect on business development. Although business progress is expected to have a positive impact on employees' work or work environment due to technological changes, the opposite has been observed.

In Model 3, the effect of Social Media Use (SMU) on Job Stress (JOB) variable is examined. Model 3; It is significant since the F coefficient is 112.348 and the significance level is 0.01. According to Model 3, the power of the SMU independent variable to explain the Job Stress (JOB) variable is 22.3%. In this model, it has been observed that Social Media Use (SMU), which is effective on Job Stress (JOB), increases the effects of technology on the person's work with the increase in the use of social media by employees, and work stresses increase in parallel with this. Due to technological change, the use of more social media in one's work or working environment has caused employees to experience work stress. However, increased stress can also result from conflicting demands, confusion about roles and increased workloads.

According to the results of the regression analysis in Model 4, the F-coefficient is valid at 96.119 1% significance level. In this model, we discuss the relationship between the variable Personal Insecurity (PI), which represents the dependent variable, and Social Media Use (SMU), which represents the independent variable. The statistical results of the regression analysis show that employees' changing attitude toward social media use explains the 44% change in their perceptions of Personal Insecurity (PI) with digitalization. It has been observed that as employees use more social media, perceptions of personal insecurities increase with the digitization of the organisation. This is because technological changes have negative personal effects, such as worrying about learning a new job, worrying about one's job future, and worrying about one's ability to adapt to the new situation. Although the employees think that the use of social media is beneficial for themselves and their organizations, it has been determined that their personal insecurity has increased.

Model 5 examines the effect of Social Media Use (SMU) on variables of Organizational Performance (OP). Model 5; It is significant as the F coefficient is 309.005 and the significance level is 0.01. According to Model 5, the power of the independent variable SMU to identify Organizational Performance (OP) variables is 44.1%. In this model, it can be said that Social Media Use (SMK), which is effective on Organizational Performance (OP), and the technological change experienced with the increase in employees' social media use reduces the workload of the person and accordingly increases organizational performance. In the digitalization process, the use of more social media in one's work or working environment has increased organizational performance. On the other hand, Model 5 revealed that the attitude towards the use of social media by employees is an important factor of influence on Organizational Performance (OP) with digitalization (t: 17.570; p:0.000).

Model 6 examines the effect of Social Media Use (SMU) on Individual Performance (IP) variable. Model 6; It is significant as the F coefficient is 304.541 and the significance level is 0.01. According to Model 6, the power of the SMU independent variable to explain the Individual Performance (BP) variable is 43.8%. In this model, Social Media Use (SMK), which is effective on Individual Performance (BP), and the fact that the person uses more social media in his work or working environment has been effective in increasing individual performance.

After the first group regression analysis consisting of six different models described above, the second group regression analysis examined the relationship between Attitude Towards Digital Technology (ATDT), Individual Performance (IP) and Organizational Performance (OP) variables. The scope of this research includes other models of group regression (Model 7, Model 8), which identify factors of Personal Benefits (PB), Business Development (BD), Job Stress (JOB) and Personal Insecurity (PI), which are sub-factors of Attitude

Towards Digital Technology (ATDT). It is an independent variable, Organizational Performance (OP) and Individual Performance (IP) are discussed. The respective regression models are illustrated in Figure 5.

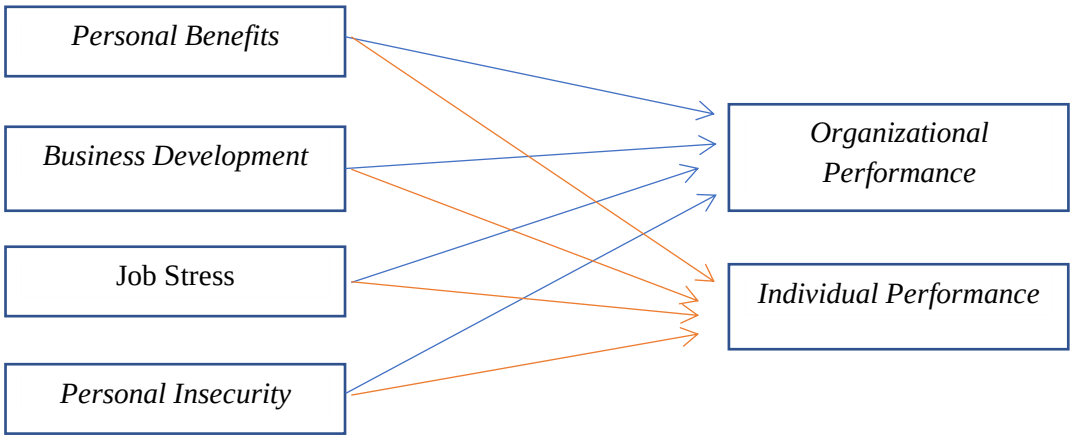


**Figure 4.** Second Group Regression Models

The results of the regression models shown in Figure 4 are presented in Table 7.

**Table 7.** Regression analysis of the relationship between the (ATDT), (OP) and (IP) variables.

| | | | **Standardized Coefficient** | **t** | **p** | **Hypotheses** |
|---|---|---|---|---|---|---|
| **Model 7** | **$R^2$: 0.614 F: 162.632** | | Beta | | | |
| | Personal Benefits | | ,677 | 17,408 | **,000*** | H3a: supported |
| | Business Development | | -,018 | -,572 | ,568 | H3c: not supported |
| | Job Stress | | ,022 | ,465 | ,643 | H3e: not supported |
| | Personal Insecurity | | ,161 | 3,509 | **,001*** | H3g: supported |
| *0.01 significance level; Dependent Variable: Organizational Performance (OP) | | | | | | |
| **Model 8** | **$R^2$: 0.665 F: 195.861** | | | | | |
| | Personal Benefits | | ,706 | 19,269 | **,000*** | H3b: supported |
| | Business Development | | -,043 | -1,446 | ,149 | H3d: not supported |
| | Job Stress | | ,101 | 2,297 | ,022 | H3f: supported |
| | Personal Insecurity | | ,075 | 1,739 | ,083 | H3h: not supported |
| *0.01 significance level; Dependent Variable: Individual Performance (IP) | | | | | | |

In the regression analysis described in Model 7, the results of the analysis of the relationship between the dependent variable Organizational Performance (OP) and independent variables in Personal Benefits, Business Development, Job Stress, and Personal Insecurity appear. When the model is run, it can be said that the variables of personal gain and personal confidence are critical to Organizational Performance (OP). In particular, the personal benefits variable is a strong determinant in this respect (t: 17.480; p: 0.000). A significant correlation was found between the level of perception of personal benefits and the level of perception of personal insecurity in the digitalization process and organizational performance, and the assumptions of H3a and H3g were supported.

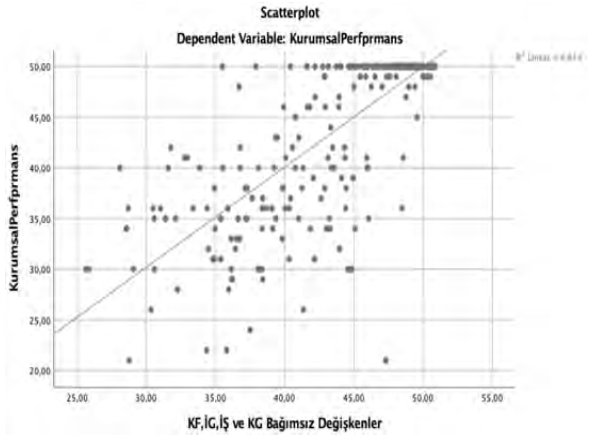


**Figure 5.** x= PB, BD, JOB, PI, y= OP scatter plot

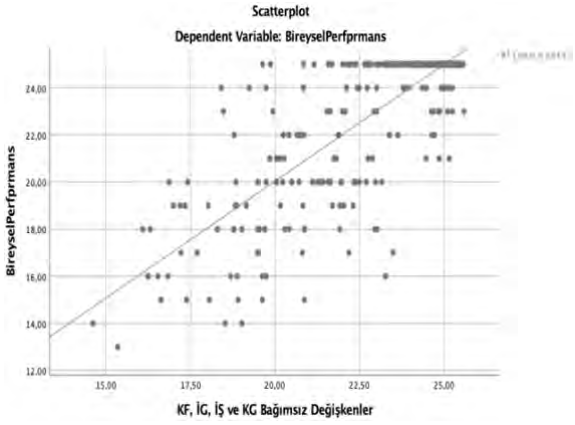


**Figure 6.** x= PB, BD, JOB, PI, y= IP scatter plot

According to model 8; A significant relationship was found between the dependent variable individual performance (IP) and the independent variable personal benefits and job stress, and the H3b and H3f hypotheses were supported. It can be argued that the variables of personal benefits and job stress are critical to individual performance (IP). In particular, it is assumed that the personal benefits variable is as robust as the previous model (t: 19.269; p: 0.000).

## 5. CONCLUSION AND DISCUSSION

This study was conducted using a quantitative approach to examine employee attitudes towards social media use and its effects on individual and organizational performance. It has been determined that the increasing use of social media use with digitalization is a critical factor in organizational and individual performance. There are a limited number of studies on this topic in the literature, and the results obtained from these studies are as follows:

Tajvidi et al. (2021) study on the role of marketing skills mediators in the hotel industry in England and the effects social media use on organizational performance; they analysed the data using a structural equation model. Research has shown that there is a positive and meaningful relationship between social media use and organizational performance and that innovative brands and marketing capabilities link the relationship between social media use and organizational performance in a positive and meaningful way.

Ahmad et al. (2018) investigated the factors affecting social media adoption of SME (Small and Medium Enterprises) in the United Arab Emirates (UAE) and its effect on performance. As a result of their analysis with the structural equation model; They determined that the use of social media has no effect on the performance of SMEs because SME employees and managers do not use social media actively. These findings can help managers and decision-makers in the SME sector continue to research social media innovations and take advantage of social businesses as they become more pervasive.

Olanrewaju et al. (2020) systematically examined 160 studies conducted between 2002 and 2018 in the field of social media and entrepreneurship. While most articles have explored the factors that drive the adoption and use of social media by entrepreneurs, it has been found that the use of social media by entrepreneurs has surpassed marketing and is now used in business networks, information seeking and to achieve mass goals. This has had a significant impact on high organizational performance and innovation development.

Archer Brown & Kitzman (2018) examined whether corporate social media can be viewed as a direction for strategic information management to improve company performance. They found that corporate social media use provides a unique complement to traditional strategic knowledge management, and enhances intellectual capital in three appropriate dimensions (human, social and structural capital).

Yankova et al. (2019) in their study looking at the effects of social media use between businesses (B2B) and current business to consumer businesses (B2C), there are significant differences in the relationship between social media and business models, according to social media. B2B use of social media is different from B2C and B2B. They found that the overall activity of their members on social media was low.

Yildiz (2019) study the effects of social media addiction on organizational engagement, and the effects of social media addiction subdivisions on organizational engagement under the established model, and research has shown that social media addiction affects the organizational system. Post was found to be significant in terms of statistics.

Taze (2019) compared the performance of the public hospital and private hospital employees in order to determine the relationship between the use of social media in the workplace and employee performance; It was determined that there was a positive, low-level significant correlation between the positive effects dimension of the social media use at work scale, the rest and leisure behaviours sub-dimension and the job performance, while there was no significant correlation between the negative effects sub-dimension and the job performance.

In light of the conclusions made in this study and described in detail, it has been observed that the main hypotheses H1, H2, H3 and their sub-hypotheses (except for H1b, H3c, H3e, H3d and H3h) are confirmed. According to the statistical results of eight different regression models; It has been determined that the individual and organizational performance of employees depends on the variable that is directly influenced by the social media use (SMU) factor on the one hand and the Attitude Towards Digital Technology (ATDT) on the other hand. Increasing organizational performance and reaching organizational goals more effectively depends on the performance of employees and the adoption of the organization in the process of technological change. For this reason, attitudes toward employee behaviour on social media are an important area in the digitization of organizations. Therefore, it is important for all organizations to examine in detail the attitudes and behaviours of their employees towards digital technology, and identify and improve the factors that enhance organizational and individual performance. In this context, the main finding of this study; is the power of social media use, which employees embrace in the digitization process that comes with technological change, and is a direct determinant of individual and organizational performance. In short, it must be understood that the process of digitization in organizations and its reflection on the organization is a strategic issue and this issue must be addressed from a strategic point of view. There are very few studies in the literature that investigate the true effects of social media use on individual and organizational performance, and in this context, it is assumed that our study will contribute to the literature on this topic.

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