

Social Media Use for Information Management in Organization and How It Can Engage and Empower Employees in The Era of COVID-19

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Submitted: 20 Dec 2021; Accepted: 29 Dec 2021; Published: 06 Feb 2022

Citation: Isaac Ampofo Atta Senior, Isaac Ampofo Atta Junior, Beatrice Ampofo. (2022). Social Media Use for Information Management in Organization and How It Can Engage and Empower Employees in The Era of COVID-19. *Archives of Infect Diseases & Therapy*, 6(1), 105-113.

Introduction

Marion Koopmans, a well-known Dutch virologist, remarked in April 2020 that Twitter had been a two-edged sword in the fight against the COVID-19 outbreak. She discovered tweets of a new virus appearing in Wuhan in her casual Twitter feeds in December 2019, forcing her to diligently monitor the pathogen's spread. Koopmans was an expert on the government's quick reaction team four months later, and her Twitter page was full with disparaging and abusive tweets about her work from unknown sources. At a time when health communication is in crisis, social media can be used to spread misinformation and undermine institutional and professional trust (Llewellyn, 2020). Simultaneously, they can be useful tools for public involvement and information dissemination. We noticed how the epidemiology of the disease is tightly linked with the methods and practices of sharing accurate information as the corona pandemic unfolded (Bjorkdahl & Carlsen, 2019). The public's trust in experts is at risk in this contentious process of health communication: How can social media use for information management in organization engage and empower employees in the era of Covid-19?

The Internet has ushered in a new era of connectivity in the era of COVID-19, allowing millions of people to connect socially without regard to their physical location. Online social networking has grown in popularity from a niche phenomenon to a mainstream phenomenon [1]. Social media encompasses a wide range of techniques, including user-generated blogs, social networking, interactive pages, company-sponsored websites, podcasts, collaborative websites, and so on [2]. Social media is a collection of web-based applications that are built on the ideological and technical foundations of Web 2.0 and allow for the sharing and of user-generated content [3]. Social networking (LinkedIn, WhatsApp, Telegram and Facebook), blogs (Word-

Press and Blogger), rating and reviews services (Yelp, Trip Advisor, and Amazon), video and photo sharing (YouTube, TikTok and Flickr), content and document sharing (Google Docs and Dropbox), podcasts (iTunes), and knowledge sharing (Wikipedia) are only a few examples of social media resources [4]. As a result, social media is rapidly becoming a social and communal two-way contact medium between companies and their workers, which can effectively engage their employees [5].

Furthermore, social media technology enables managers to quickly interact with and exchange information with other employees [6]. Social media is changing how businesses communicate with consumers and other stakeholders on the outside, as well as how they interact and collaborate with their staff on the inside [7]. Successful networking is a critical component of any company's success from a communication between their employees standpoint [8]. Organizational communication and public relations are undergoing rapid change as a result of today's social media tools [9]. These innovations have changed the focus of internet services from usage to engagement and collaboration, opening up new avenues for interaction between businesses and their employees [7]. Social media use for information management, according to proponents, improves employee relations and increases the efficacy and productivity of an organization's internal operations [10]. Since social media is a communications tool that lives on an organization's information technology (IT) network, it has the ability to boost IT protection, allowing employees to use it for information management [11].

For both employees and organizations, information management has been a vital source for developing skills, solving problems, increasing organizational learning, and initiating new situations in the future and currently [12]. The new economy's increased

velocity and competitive existence, combined with significant technological advancements, has provided an impetus for several companies to leverage and reconcile their experience so as to produce worth over time. The efficient use of a company's intangible assets has also been shown to help companies gain a competitive advantage over their competitors. Information management encourages a combined method to assessing, retrieving, identifying, exchanging, and capturing all of information assets of an organization, such as records, procedures, and databases [13]. The pace at which information management has been a vital feature of business for several companies is remarkable, as demonstrated in how various systems in an organization have developed, comprising 'practice communities'.

Since companies must address a broad range of employee and technological matters when deciding on the "right" combination of information management framework to leverage expertise effectively, unsuccessful information management initiatives are often the product of organizational effort, investment, and firm energy [13]. Furthermore, information management entails more than just recognizing sources of knowledge. Since information dispersion is inextricably related to the problem of designing communication structures. Informal and structured networks, for example the corporate websites or intranet, can be used to aid this information management [14]. Current Internet-based innovations' explosion is considered and have revolutionized how people interrelate with themselves in the era of Covid-19. Social media usage widespread has penetrated organizations which are informal and formal.

Ranging innovations' variety from blogs to social networks have extended the scope of digital revolution hooked on enterprise, posturing fresh opportunities and challenges that are expected to composite over time as social media befits extra incorporated hooked on the landscape of corporative between the employees and their organizations in the era of Covid-19. Earlier viewed as a forum for creating a suitable connection with family and friends around this earth, social media has evolved into an expert space that coexists with private space. Surprisingly, organizational and communication experts have profited from the resources provided by social media. Instead of information distributions to media conversations, organizations will also learn about their competitors' practices, brand feelings, and strategies by being fans of their competitors' Facebook pages. Organizations may also use social media to collect general market information, emerging trends, and business information. Furthermore, companies can conveniently and quickly provide operational information to their employees. Thus, the study sought to achieve the following specific objectives;

1. To explore the determinants of organizational usage of social media in the era of Covid-19.
2. To examine the influence of social media usage on information management in an organization.

A literature review

In the field of information technology, research on technology adoption and usage has a long history [15]. Technology adoption by companies' literature, as said by Tan et al. and Molla & Licker, suggests that most studies are based on Technology Acceptance

Model (TAM), Diffusion of Innovation (DOI), Resource-based Theory, Institutional Theory and the Technology-Organization-Environment Model (TOE) [16-21]. These models differ in their attention and are intended to look into various areas of business technology adoption. Some models focus solely on a firm's external environment, while others focus on technological characteristics [22-27]. Using the above-mentioned models, numerous research have been undertaken to discover the various aspects that influence technology adoption. For example, Yi et al investigated the factors impacting information technology utilization using the Technology Acceptance Model with Individual Difference Variable [28]. According to Siritongthaworn et al., the most important element influencing E-learning utilization in universities is organizational characteristics [29]. Bhattacharjee and Hikmet discovered that two organizational support variables, technical assistance and infrastructure support, play a crucial influence in molding user views of IT and subsequent IT adoption [30]. Earlier research has likewise used theories to investigate how people use technology [31]. Nielson established an integrated model to evaluate online adoption of banking and its influence on customer relationship performance, based on resource-based perspective theory and innovation theory [32]. Nguyen investigated usage of internet by internationalizing enterprises in transition markets using the Technology Acceptance Model with the addition of strategic orientation components for example learning orientation and market orientation [33]. Mishra et al. constructed an integrated model that analyzed the causes and implications of Internet use in firms, based on the resource-based perspective of the company and the environment framework, organization, and technology [34]. Stone et al. established a framework to examine information technology usage and its influence on company and individual marketing performance by combining the DeLone and McLean IS success model with the Technology acceptance model, as well as aspects such as organizational and end user qualities [35]. The term "social media" refers to a wide range of web-based tools that allow users to both add to and consume content. These social media apparatuses may be set up everywhere with an marketers, and internet connection, content creators, and advertisers should regard them as a core part of their communications since social media influences every aspect of the Internet and modifies its position in individuals' lives [36, 37]. Because of the changing tendencies among customers, businesses should consider adopting social media. Marketing managers, as said by Mangold and Faulds, must realize the strength and critical character of customer discussions conducted via social media [38]. They exemplified the present trend by demonstrating how the Internet has evolved into a mass media vehicle for consumer-sponsored messaging. It is presently the most popular media source for consumers at work and the second most popular source of information at home [39]. As customers' attitudes regarding social media shift in favor of it, social media offers a number of benefits to businesses. By allowing knowledge to be formalized, shared, and searched, social media can help businesses develop an online resource storing the organization's acquired learning [40, 41]. Businesses can learn more about their target markets, and customers allowing them to manufacture and modify services and goods to meet their specific demands. As part of customer relationship management (CRM) updates, firms are increasingly

investing in resources that incorporate social data into their existing client database information [42, 43]. As can be seen, social media is a rising phenomenon, and it is possibly the most recent user-driven innovation to emerge from Web 2.0 technology and the World Wide Web. Though, there is little study on the usage of social media by businesses [37].

Businesses and governmental bodies use social media as a communication tool. These businesses make extensive use of social media for marketing and advertising, consumer communication, relationship development, branding, and other purposes [44]. We regard the informed and successful use of social media as a key indicator of technology success, which impact organizations to explore the use of social media in organizations [35]. The actual benefits that organizations obtain from employing social media are referred to as "social media impact." Previous research has shown that internet usage has a favorable impact on firms in a variety of areas, including improving CRM procedures [45]. It improves export marketing success by providing interactional and transactional benefits [46]. It offers strategic advantages such as cost savings, income growth, and managerial efficiency [47]. It boosts creativity [48]. It lowers marketing costs, improves customer relationships, and boosts the company's image and competitiveness, among other things [49]. Similarly, social media allows for integrated marketing operations to be carried out with far less time and expense than before [50]. In areas for example improving brand reputation, improving value, brand equity, and relationship, handling customer service issues, digital promotion and advertising, building customer relations, and mining innovation ideas, social media can have a significant influence on businesses [51]. Information system (IS) researchers are still working on developing and testing the build system [52]. In order to explore social media usage in companies, the informed effective social media usage was evaluated, as this was an essential indicator of technology success, which impact organizations, according to DeLone and McLean's IS success model [35]. Organizations are gaining a variety of informational benefits as a result of the rise of various information technologies. In their study, Mirani and Lederer separated informational benefits into three categories: information flexibility, information quality, and information access [53]. One of the most significant effects of social media usage is the increase in information accessibility; businesses may learn more about their potential clients via social media dialogues. Similarly, they can use social media to get direct and easy information about their competitors and the industry [5]. Despite the fact that social media improves information accessibility, there are few research that look at this link. In this study, it was discovered through interviews that the impact of social media on enterprises may engage and empower employees in the Covid-19 era. The rest of the paper goes through the research approach that was used in this study. The study hypothesized that;

H1: There is a relationship between social media use in organizations and employee engagement in the era of COVID-19.

H2: There is a relationship between social media use in organizations and employee empowerment in the era of COVID-19.

Methodology

In the era of COVID-19, this study uses mixed methods to investigate the influence of and organizational usage of social media on organizations. The justification for employing a mixed method design is that it permits for a wider range of conflicting viewpoints to be presented, as well as stronger inferences centered on the findings [54]. The essential methodological principle of mixed-method research is that approaches must be combined in such a manner that their weaknesses and strengths complement each other [55]. The impact of social media usage on information management in enterprises, as well as how it might engage and empower employees in the COVID-19 era, was both qualitatively and quantitatively examined in this study. As a result, once the results of both types of analyses that probe the study's goal imply similar conclusions, stronger inferences can be drawn. The conclusion reached based on the first strand's findings led to the creation of design components for the second strand. The study's final conclusions are centered on the findings of both strands. The study's second strand is used to either corroborate or refute assumptions made by the first strand, as well as to provide an additional explanation for its findings. The first strand of the research is social media/website page analysis, which involves searching the company's website for the presence of their social media. The key analysis took place on the organization's level of interaction and social media page, where their presence, number of followers, likes, were all examined. The in-depth semi-structured interviews are the research's second component. This method was chosen for a number of reasons. For starters, organizational use of social media is very new, and there is literature paucity in the topic, necessitating exploratory research, which is best accomplished via qualitative methodologies. Second, contrasting other internet-based systems, social media is more public and open; it offers both benefits and drawbacks, therefore issues that impact organizational use of social media must be studied through in-depth talks. Third, we want to know how employees in firms in the Covid-19 era feel engaged and empowered by their use. Because social media is still in its early stages, the only way to determine its impact metrics is to have a thorough dialogue with the organization. As a result, qualitative semi-structured interviews were used as a research method. This strategy is most popular in qualitative research, where the researcher wants to hear what informants have to say about the subjects and locations he or she has highlighted [56]. The research's final strand employs a quantitative method in the form of a questionnaire survey. The research framework for the study was created centered on the determinants discovered in the qualitative interviews and after studying the pertinent literature, and hypotheses were formulated and evaluated. Purposive sampling is a technique in which a researcher chooses units or instances "based on a specified objective rather than at random" for a study [55]. For the website examination, 1,164 publicly traded companies from Africa's primary stock exchange were chosen. Despite the fact that social media may be used by any size company, major organizations will be more likely to use it on a regular basis due to the resources accessible to them. The intensity sampling methodology was applied to pick the companies that are effectively using social media as part of the qualitative element of the purposive sampling method. Intensity sampling is selecting a small number of highly informative samples that vividly depict a

phenomenon of interest [56]. We interviewed with ten firms that use social media in an engaged way.

Results

To explore the determinants of organizational usage of social media in the era of Covid-19

Participants were asked as to state the the determinants of organizational usage of social media in the era of Covid-19. Their responses were as follows:

According to participants 1 and 10: Increasing brand awareness is a determinant of organizational usage of social media in the era of Covid-19. As people are locked in, distancing themselves from each other, and restricted in many ways in the era of COVID-19, there is the need for social media to help increase brand awareness.

According to participants 7, 8 and 9: Humanizing a brand is a determinant of organizational usage of social media in the era of Covid-19. One of the most important advantages of social media for company is the capacity to form genuine human connections. To save human's life from dying from COVID-19, governments have initiates control measures. One of the measures were lockdown. People were locked in their various rooms and houses preventing them from accessing the organizations' premises. It was difficult for organizations to connect with customers. Social media made it easy for real human connections. Potential buyers can demonstrate interest in a business and its products through social media in a simple and low-commitment method. Losing customers because of COVID-19 is a mess and failure for the organization. It can even lead to a collapse of the organization. This is because the customers give blood to organizations to survive. Many social networks offer advertising formats specifically geared to collect leads because lead generation is such an essential benefit and determinant of social media for company.

According to participants 2 and 5: Establishing a brand as a thought leader is a determinant of organizational usage of so-

cial media in the era of Covid-19. Regardless of your industry, social media provides you with the potential to promote your brand as a thought leader. Distancing a business from people who constitutes existing customers and prospective customers can erase the organization's brand from the thought of customers. Competitors can use this opportunity to steal some of their customers. To be a thought leader for customers in COVID-19 era requires social media.

According to participants 3 and 6: Staying top of mind is a determinant of organizational usage of social media in the era of Covid-19. Staying top of mind at this time customers cannot visit organizations with their presence. And people have been restricted from their normal way of living. Social distancing to control the transmission of the virus. Wearing of nose mask to control the transmission of the virus.

According to participants 4: Boosting sales is a determinant of organizational usage of social media in the era of Covid-19. At the era (COVID-19) when organizations are losing face to face contact with customers, social media is required to help boost sales. Social media is used by customers and many other people so customers and prospects can reached and attended to. Payment can also be verified on the same page.

The influence of social media usage on information management in an organization

The R value in Table 1 is .517a which means that the relationship between social media usage and information management in an organization is moderate and positive. The R Square of the model summary illustration is .268 which means the significant effect of social media usage account for only 26.8% of the contribution of factors that influence information management in an organization. Hence, the model fit the study. The Std. Error of the Estimate between the variables is .77344 which is the average error for the model fit. How small the Std. Error of the Estimate is means that the model is good.

Table 1: Model Summary for the influence of social media usage on information management in an organization

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.517 ^a	.268	.215	.77344	.268	5.119	1	8	.040
a. Predictors: (Constant), social media usage									

Hence, the relationship between social media usage and the model is statistically significant. Moreover, the p-value in Table 2 is .040b which is less than 0.05. This evidence that the regression model fits the data better than the model with no in-

dependent variables. The degree of freedom (9 – df1) is 8 which refers to the maximum number of logically independent values and have the freedom to vary in data sample without breaking any constraints.

Table 2: ANOVAa for the influence of social media usage on information management in an organization

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.063	1	3.063	5.119	.040 ^b
	Residual	8.375	8	.598		
	Total	11.438	9			

a. Dependent Variable: information management

b. Predictors: (Constant), social media usage

In Table 3, social media usage showed a positive relation with information management ($B = .517, t = 2.263$).

Table 3: Coefficients a for the influence of social media usage on information management in an organization

Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1. (Constant) social media usage	1.708	.735		2.325	.036
	.583	.258	.517	2.263	.040

a. Dependent Variable: information management

The relationship between social media use in organizations and employee engagement in the era of COVID-19

The R value in Table 4 is .728^a which means that the relationship between social media usage in organizations and employee engagement is strong and positive. The R Square of the model summary illustration is .529 which means the significant effect

of social media usage in organizations account for only 52.9% of the contribution of factors that influence employee engagement. Hence, the model fit the study. The Std. Error of the Estimate between the variables is .73193 which is the average error for the model fit. How small the Std. Error of the Estimate is means that the model is good.

Table 4: Model Summary for the relationship between social media use in organizations and employee engagement in the era of COVID-19

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.728 ^a	.529	.496	.73193	.529	15.750	1	8	.001

a. Predictors: (Constant), social media use

Hence, the relationship between social media usage in organization and the model is statistically significant. Moreover, the p-value in Table 5 is .001^b which is less than 0.01. This evidence that the regression model fits the data better than the model with

no independent variables. The degree of freedom ($9 - df1$) is 8 which refers to the maximum number of logically independent values and have the freedom to vary in data sample without breaking any constraints.

Table 5: ANOVAa for the relationship between social media use in organizations and employee engagement in the era of COVID-19

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.438	1	8.438	15.750	.001 ^b
	Residual	7.500	8	.536		
	Total	15.938	9			

a. Dependent Variable: information management

b. Predictors: (Constant), social media usage

In Table 6, social media usage in organization showed a positive relation with employee engagement ($B = .728, t = 3.969$).

Table 6: Coefficients a for the relationship between social media use in organizations and employee engagement in the era of COVID-19

Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1. (Constant) social media usage	.500	.551		.907	.380
	.750	.189	.728	3.969	.001

a. Dependent Variable: information management

The relationship between social media use in organizations and employee empowerment in the era of COVID-19

The R value in Table 7 is .779^a which means that the relationship between social media usage in organizations and employee empowerment is strong and positive. The R Square of the model summary illustration is .607 which means the significant effect

of social media usage in organizations account for only 60.7% of the contribution of factors that influence employee empowerment. Hence, the model fit the study. The Std. Error of the Estimate between the variables is .83719 which is the average error for the model fit. How small the Std. Error of the Estimate is means that the model is good.

Table 7: Model Summary for the relationship between social media use in organizations and employee empowerment in the era of COVID-19

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.779 ^a	.607	.578	.83719	.607	21.580	1	8	.000

a. Predictors: (Constant), social media use

Hence, the relationship between social media usage in organization and the model is statistically significant. Moreover, the p-value in Table 8 is .000^b which is less than 0.01. This evidence that the regression model fits the data better than the model with

no independent variables. The degree of freedom (9 – df1) is 8 which refers to the maximum number of logically independent values and have the freedom to vary in data sample without breaking any constraints.

Table 8: ANOVA a for the relationship between social media use in organizations and employee empowerment in the era of COVID-19

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.125	1	15.125	21.580	.000 ^b
	Residual	9.813	8	.701		
	Total	24.938	9			

a. Dependent Variable: information management
b. Predictors: (Constant), social media usage

In Table 9, social media usage in organization showed a positive relation with employee empowerment (B = .779, t = 4.645).

Table 9: Coefficients a for the relationship between social media use in organizations and employee empowerment in the era of COVID-19

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1. (Constant)	-.271	.722		-.375	.713
social media usage	.917	.197	.779	4.645	.000

a. Dependent Variable: information management

Conclusion

It was found that increasing brand awareness, humanizing a brand, establishing a brand as a thought leader, staying top of mind, and boosting sales are determinants of organizational usage of social media in the era of Covid-19. Potential buyers can demonstrate interest in a business and its products through social media in a simple and low-commitment method. It was revealed that the relationship between social media usage and information management in an organization was moderate and positive. The significant effect of social media usage accounted for only 26.8% of the contribution of factors that influence information management in an organization. The relationship between social media usage and the model was statistically significant. Social media usage showed a positive relation with information management. The relationship between social media usage in organizations and employee engagement was strong and positive. The significant effect of social media usage in organizations account-

ed for only 52.9% of the contribution of factors that influence employee engagement. The relationship between social media usage in organization and the model was statistically significant. Social media usage in organization showed a positive relation with employee engagement. The relationship between social media usage in organizations and employee empowerment was strong and positive. The significant effect of social media usage in organizations accounted for only 60.7% of the contribution of factors that influence employee empowerment. The relationship between social media usage in organization and the model was statistically significant. Social media usage in organization showed a positive relation with employee empowerment.

Implications of the Study

According to the literature on information technology, studies evaluating the factors of IT usage, the degree of IT use, and company performance in an integrative model were scarce [57, 58].

However, research has been done in recent years to explore the causes and repercussions of diverse IT systems [59, 18]. However, there is little research on the organizational use of social media in an integrated model in the context of social media [60, 37]. As a result, the present study used an integrative approach to investigate the factors of social media usage as well as the purpose and impact of social media use. This study looked into a variety of characteristics to see how they influenced social media usage. Correspondingly, earlier research used descriptive variables for example the company's scope and size, complexity, formalization, and centralization of managerial structure, human resource quality, and the amount of internal spare resources in the organizational setting. Rather than focusing on descriptive measurements, this study looked into the impact of social media usage on information management in an organization. Aside from the regularly used elements, entrepreneurial and interactivity orientation were added to the framework to improve it and make it more fit for studying web 2.0 technologies and emerging new technologies that are extremely interactive and collaborative. Furthermore, this research demonstrated the usage of social media for information search and, as a result, the influence of this on quicker access to information from a variety of sources. As a result of the information gathered through social media, the organization will have a better understanding of its consumers, competitors, and the market in general, allowing it to improve existing services as well as develop new, up-to-date products and services. Simultaneously, this study focused solely on social media impact on employee empowerment and employee engagement. There might be other determinants of using social media in the workplace that were not included in this research. This research looked into the use of social media in general, including all social media technologies. Because each social media tool has its own set of features and benefits, future research must focus on one social media tool in precise and explore it in depth, allowing for a more full knowledge of the social media tool's impact on businesses.

Declaration

Competing interest: The study has no conflict of interest

Availability of data and material: The datasets used and/or analysed during the current study are available from the corresponding author on reasonable request.

Funding: The study was funded by us

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