

SOCIAL NETWORKING SITES USE CONTINUANCE IN ORGANIZATIONS: INSIGHTS FROM A SUB-SAHARAN AFRICAN COUNTRY

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ABSTRACT

Social networking sites (SNSs) could offer tremendous advantages to organizations, especially in sub-Saharan African organizations, but their use is unsustainable. Our proposed research aims to understand the psychological factors behind SNSs' use continuance by explaining them through a model. We used structural equation modeling to examine the collected data, and we found that habits are the main driver of SNSs use continuance. The practical and theoretical implications were presented as well.

KEYWORDS

SNS, Use Continuance, Organization

1. INTRODUCTION

In several Sub-Saharan Africa countries such as Guinea, non or under use of emergent information technologies to achieve organizational performance is not an exception. In these countries, most often, social network sites (SNS) tend to be used as tools to handle marketing and product promotion related activities. With some exceptions, it is overlooked how SNS could be used sustainability to enhance the overall organizational performance (Kaba, 2021). Indeed, Leornadi et al. (2013) showed SNS can be used in an organizational setting to improve work processes, collaborate and share knowledge. SNS's use in work setting could even contribute to a country's economic performance through collaboration enhancement within the workplaces (Leonardi, 2015). Unfortunately, it has been clearly argued that we lack a deeper understanding of the psychosocial factors that predict people's use of SNS in the workplace (Kane, 2017; Leonardi, 2017).

Despite the potential benefits of SNS, there are a few studies explaining its use, especially in Sub-Saharan Africa (Pelling et al., 2009; Treem & Leonardi, 2012). Although the fact SNS is an enterprise social networking sites (ESNS), its acceptance and use in the organizations is still in its early stages. Subsequently, a great number of SNS are abandoned over time because users stop using them (Baer, 2018). As the usefulness of SNS goes further than the personal setting, many scholars such as Leonardi (2017) urge to research SNS use in the workplace. This study is one such effort to investigate SNS use beyond typical personal settings in a region with great potential for using the technology for productivity and performance increase. Therefore, knowing the factors driving the workers' use of SNS would represent a significant advantage for businesses in Guinea and similar African countries. Kaba and Toure (2014) indicated that there are places like Sub-Saharan Africa in which conventional ICT adoption and use models do not play out. This implies that the models may offer different outcomes in distinct places (Roztocki & Weistroffer, 2017; Mengesha & Garfield, 2018; Duffett, 2015, Venkatesh & Zhang, 2010, Kaba, 2021).

Our study's aim is to explain the factors of SNSs' sustained use in a Guinean's workplace through a model. Undertaking this study is vital because it is not only adopting a technology that offers gains, but it is using it frequently that results in sustainable success. (Zhang, Lu, Gupt, & Gao, 2015).

2. RESEARCH HYPOTHESES

Hsieh et al. (2008) advocated that the theory of planned behavior (TPB) becomes a foundational theory for a study examining information technology (IT) use continuance. Alternatively, Bhattacharjee (2001) proposed a model explaining ICT use continuance after the initial adoption by individuals. Since TPB and other related theories explain mainly ICT pre-adoption factors, in this study, our proposed model merges the theory of Bhattacharjee (2001) and TPB after operating some adjustments to fully consider SNS's use continuation influenced by pre-adoption and adoption behaviors. Indeed, according to Kaba, Meso, N'Da & M'Barika (2009), in a study in an African state, attitude does not impact an individual's ICT use behavior. Thus, we will exclude attitude in the research model. On another front, we included pleasure in the model since it significantly affects users' satisfaction and use continuance intentions (Lowry et al., 2015). Furthermore, since most of the SNS use is done voluntarily without explicit coercion, especially in the context of this study, we add voluntariness to the model. In the next sections, we present the study's hypotheses.

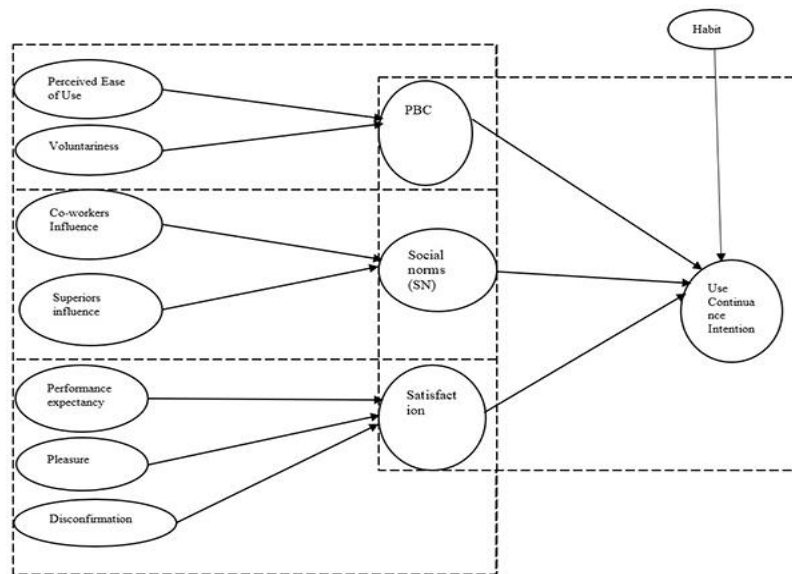


Figure 1. Research Model

2.1 Behavioral Intention

Behavioral intention determines the power of one's intention to take a given action (Ajzen, 1991). According to the theory of reasoned action (TRA), the individual's behaviors are powered by intention (i.e., behavioral intention (BI)). Intention was confirmed by many studies as a predictor of ICT upcoming use (Liao, et al., 2009; Venkatesh et al. 2012). SNS provide potentially tremendous benefits to organizations in Guinea, where there is limited ICT to enhance the overall organizational performance (Kaba, 2021). Indeed, Leonardi et al. (2013) showed that SNS could be used in an organizational setting to improve work processes, collaborate, and share knowledge, facilitate workers' access to expertise within the enterprise and improve cooperation among them. It also offers social benefits and access to required information, expands social capital, obtains feedback, and solves problems (Leonardi et al., 2013). In contrast to other communication technologies, SNS possesses attributes enabling sharing and dissemination of knowledge among employees (Leonardi, 2017) through open communication and easy tracking (Leonardi, 2015). When the necessary resources and other facilitating conditions are offered to workers who are sensitive to normative influence from their referent groups (Kaba, N'Da, Meso, & Mbarika, 2009; Kaba, 2015; Kaba, 2018), they will be willing to use SNS to support their work activities to benefit all the advantages the technology offers. Hence, we stipulate these hypotheses.

H1a: SNS users' perceived behavioral control (PBC) influences positively their continued-use intention.

H1b: SNS users' perceived social norms influence positively their continued-use intention.

H1c: SNS users' satisfaction influences positively their continued-use intention.

2.2 Drivers of Perceived Behavioral Control (PBC)

PBC is one's assessment of the existence of or not means, abilities, and prospects necessary to perform a particular action. According to Hsieh et al. (2008), PBC is a multidimensional factor including three facets: self-efficacy (SE), availability, and perceived ease of use (PEOU). All these three facets may depend on the type of technology. SNS is a user-friendly technology easily accessible and affordable when allowed by an organization's policy and managers compared to an ERP system. Thus, we will consider PEOU and voluntariness as drivers of PBC in this study. Generally, the utilization of SNS by workers is free of effort. When the work environment allows them to use it without any constraints, they will form beliefs of having skills and a sense of autonomy to use the system. This will reflect developing a perception of behavioral control or facilitating conditions (Davis, 1989; Dhir et al. 2018). Hence, we state these hypotheses.:

H2a: SNS users' perceived ease of use will positively influence PBC.

H2c: SNS users' perceived voluntariness will positively influence PBC.

2.3 Drivers Satisfaction

Satisfaction toward an ICT use refers to its potential to bring value to someone. When people are satisfied with ICT by getting the value they desire, they will intend to use it to a greater extent. The values that bring an ICT are essential due to its usefulness, perceived pleasure, and perceived performance confirmation or disconfirmation. Usefulness is the perception that the utilization of a system will provide an extrinsic reward that is valuable to the user. Pleasure is the perceived happiness of using an ICT (Venkatesh & Brown, 2001), and it is among the strong salient drivers of a user's satisfaction (Krasnova, et al. 2017). Finally, disconfirmation is the difference between expected ICT performance prior to its usage and post-adoption performance (Churchill & Suprenant, 1982; Liao et al., 2009; Oliver, 1980), and its positive effect on satisfaction and performance has been consistently proven (Lowry et al., 2015). SNS use brings value to users by helping them to connect with co-workers in the organization and get the information needed to perform a job, and maintain professional tight and business relationships. Besides, the Numerous interactive features of a SNS make it a system of fun, enjoyment, and playfulness (Al-Azawei, 2018). Casaló, et al. (2017) showed pleasure as a predominant factor influencing a SNS user's satisfaction and untimely intention to use it. Thus, we state the hypotheses:

H3a: SNS users' usefulness will positively influence their satisfaction.

H3b: SNS users' pleasure will positively influence their satisfaction.

H3c: SNS users' disconfirmation will positively influence their satisfaction.

2.4 Drivers of Social Norms (SN)

SN is the most accepted behavior in each society or group (Rogers, 2003). SN may be referential to direct or influence individuals' actions or behaviors (Ajzen & Fishbein, 1980). Rogers also supports that new ICT is adopted by following a referent's actions. Anandarajan et al. (2002) and Kaba, N'Da, Meso, and Mbarika (2009) have indicated that SN is among the most significant drivers of ICT use in the African environment. The choice and use of communication technology are determined, on the one hand, by objective processes of evaluation and, on the other hand, by SN. Individuals develop socially acceptable behaviors that are justified by norms shared with those around them, which leads to a social consensus on the appropriate use of communication technologies. People are inclined to get information from and rely upon the persons they know personally and are more likely to trust, have seen before, and are familiar with (Leonardi, 2017; Behringer et al. (2017). In addition, in the organizational setting, the pairs and the supervisors play the role of the referent groups. According to Taylor and Todd (1995), the distinction between these two categories of actors is crucial in the context of ICT implementation in organizations. Thus, peers and supervisors can influence potential users, but sometimes this influence is antagonistic. The management team may be in favor of adopting an ICT

while, at the same time, peers show opposition. Hence, when a worker receives a positive recommendation from a referent peer or supervisor about using SN because of several opportunities it provides, he or she will develop a positive attitude toward the system and then form the intention to use it if the normative believe remains relevant. Therefore, we can postulate the hypotheses as follows:

H4a: SNS users' perceived influence by peers will positively impact SN.

H4b: SNS media users' perceived influence by superiors will positively impact SN.

2.5 Habit

According to Hsiao et al. (2016), habit is defined as “learned sequences of acts that become automatic responses to specific situations, which may be functional in obtaining certain goals or end states” (Verplanken & Wood, 2006; Hsiao et al., 2016). Habits are repetitive behaviors occurring subconsciously (Shiau & Luo, 2013). In information systems, habit refers to using an ICT subconsciously frequently (Hsiao, Chang, & Tang, 2016). The role of habits is beyond routine usage in specific instances, but it is a force driving users' intentions to sustainably perform an action or behavior (Liu et al., 2018; Shiau & Luo, 2013). Several studies have established its influence on ICT, especially on SNS's use continuance (Hsiao et al., 2016). Habit positively impacts SNS's use continuance (Liu, Shao, & Fan, 2018). Individuals use SNS daily in their personal life for different purposes. These routines make them familiar with the system and reinforce subconscious behaviors toward it to the point they instantly once they are exposed to it at the workplace without any prior normative beliefs or mercantile calculation. Thus, we stipulate the following hypotheses:

H5: SNS users' habitual behavior will influence positively behavioral use continuance.

3. METHODOLOGY

This section will cover the method and instruments used to achieve the aim of our research. In particular, we describe the process that led to the questionnaire development and the strategy to collect the data we needed.

3.1 Data Collection

We believe there is no database publicly accessible to find Internet subscribers in Guinea. Considering the above shortfall, we used direct contact to recruit the respondents in this study. We recruited about eight familiar and trained investigators to conduct a survey. They were made aware of the requirements of precision and consistency in this study. To complete the questionnaires, the researchers and the investigators looked for respondents across the country with a focal point of Conakry, the living place of most Internet users.

3.2 Results Analysis

We used 183 responses to assess the research's hypotheses. Next, we ran SPSS to perform descriptive statistics and the partial least squares (PLS) for assessing our assumptions (Chin & Todd, 1995; Ringle et al., 2005; Wixom & Watson, 2001). According to Nitzl and Chin (2017), PLS has been criticized by a few researchers (e.g., Aguirre-Urreta & Rönkkö, 2018; McIntosh et al., 2014; Rönkkö, et al., 2016).

Moreover, contrary to covariance-based structural equation modeling methods like LISREL, the variance-based method as PLS approach has fewer retractions in terms of the sample size and distribution (Bhattacharjee & Premkumar, 2004, Gefen et al. 2011; Gefen, et al. 2000). Finally, because explaining use continuance through behavioral intention requires anticipation of future behavior, the research model we developed should take a predictive-oriented approach. In this case, PLS was a more appropriate assessment technique we adopted in our study (Nitzl & Chin, 2017).

3.3 Descriptive Statistics

Demographic variables are: age, gender, experience, income, and level of education. Indeed, 65.5% of the individuals are men compared to 34.5% of women. Persons surveyed are pretty young, with nearly 90.6% 40 years old or younger. Finally, 85% of the respondents are well educated (above secondary school). 64.5% of the respondents are employed in the service sector; among these, 4% are the CEO or owner, 4% are managers, and the remaining are regular employees.

3.3.1 Tests for Validity

Three tests, namely reliability, convergent, and discriminant validity, are required to assess a given instrument's suitability prior to hypotheses testing (Nunnally, 1967; Fornell & Larcker, 1981; Wixom & Watson, 2001; DeVellis, 1991).

3.3.2 Reliability and Convergent Validity of Measurements

We used composite reliability coefficients to test the reliability and the variance extracted (AVE) to assess the convergent validity of the measurement of the variables. Indeed, the former should be above the threshold value of 0.7 (Nunnally, 1978), and the later needs to be higher than 0.5 (Fornell & Larcker, 1981; Wixom & Watson, 2001). As shown in Table 1, only two variables, voluntariness and PBC, are not meeting the reliability and convergent validity tests requirement. Therefore, these two variables will be excluded from the subsequent analysis.

Table 1. Reliability and average variance extracted (AVE)

<i>Constructs</i>	<i>AVE</i>	<i>Composite Reliability</i>
Disconfirmation	0.822	0.933
PBC	0.393	0.750
Habit	0.726	0.913
PeerInfluence	0.929	0.963
PerceivedEasyuse	0.543	0.777
PerceivedPleasure	0.700	0.872
SNS	0.804	0.925
Satisfaction	0.882	0.957
SuperiorInfluence	0.956	0.978
UseContinuanceIntention	0.736	0.893
Usefulness	0.747	0.898
Voluntariness	0.609	0.179

3.3.3 Discriminant Validity

The discriminant validity test reveals that the study's variables are different from one another. The model variables satisfy the test if the square root of the AVE of each variable is higher than the correlation it shares with other variables in the model (Fornell & Bookstein, 1982). As seen in Table 2, the square root of the AVE of each variable is better than the variable's correlations. Consequently, all variables satisfy the discriminant validity requirements.

Table 2. Discriminant Validity

Construct	Disc.	Habit	PIinfl	PEOU	Pleas.	SN	Satisf.	SupInf	Int.	Usef
Disc.	.90									
Habit	.68	.85								
Peer influence	.40	.39	.96							
PEOU	.31	.39	.23	.74						
Perceived pleasure	.57	.58	.33	.36	.84					
SN	.52	.38	.33	.31	.41	.90				
Satisfaction	.66	.70	.24	.38	.60	.38	.94			
Superior influence	.60	.45	.49	.23	.42	.46	.40	.98		
Use continuance intention	.40	.41	.15	.48	.38	.24	.37	.25	.86	
Usefulness	.73	.50	.39	.41	.47	.58	.43	.53	.41	.87

3.3.4 Research Model Assessment or Tests of Hypotheses

In addition, the PLS procedure, especially bootstrapping, was completed to appraise the research's hypotheses by using T-statistics (Ringle et al., 2005). The results of a two-tailed T-test appear in Table 3, with the threshold values of 1.645, 1.96, and 2.576 standing as the key T significance levels corresponding to (p-values) of 0.1, 0.05, and 0.01, respectively (Chin & Todd, 1995; Nunnally, 1978; Ringle et al., 2005; Wagner, 1992).

Table 3. Path analysis

Paths	Path Coefficients	Sample Mean	Standard Deviation	t-Statistics
Disconfirmation -> Satisfaction	0.622	0.615	0.107	5.799***
Habit -> Use Continuance Intention	0.275	0.286	0.088	3.115***
Peer Influence -> SNS	0.138	0.140	0.094	1.472
Perceived Pleasure -> Satisfaction	0.332	0.334	0.075	4.447***
SN-> Use Continuance Intention	0.082	0.081	0.088	0.933
Satisfaction -> Use Continuance Intention	0.146	0.143	0.118	1.245
Superior Influence -> SNS	0.391	0.392	0.083	4.718***
Usefulness -> Satisfaction	-0.186	-0.177	0.093	2.002**

Path coefficient is significant at: ***p < 0.01, **p < 0.05

4. DISCUSSION

This study examines the predictors of SNS' continuance use intention. The main objective is to find the drivers explaining SNS use continuance in the workplace from users' perspectives. The results of the hypothesis tests are discussed below.

4.1 Influence of the Antecedent of Intention to Continue to Use SNS

Only habit positively predicts use continuance intention among the other predictors we defined on the research model (see Table 3).

The effect of satisfaction is not significant for the users of SNS. That result is inconsistent with earlier results that repeatedly found the impact of satisfaction on users' intention to continue using SNS. The fact that satisfaction has no impactful effect on users' continuance intention was unaligned with our assumption as well as with earlier studies. It may be possible that this group of users did not effectively appraise or were not aware of the benefit of using SNS in work related setting.

Previous research has many times showed that SN is a main driver explaining persons' intention to use a new ICT in an African environment (Kaba, 2009). The outcome of this research of SNS use in the workplace seems to disconfirm the long-established view point of the role of SN in influencing use continuance behavioral intention. Even though most ESNS use can be regard as voluntary on the surface, we may find situations where social influence can end up creating social pressure; SN use may appear as a menace (Gruzd, et al. 2012). This unwelcome view of the media in the workplace could generate stressful situation for workers (Gruzd et al., 2012). Thus, we would expect this to have a harmful, constructive, or neutral impact on normative beliefs because workers may feel persuade against using SNS that may perhaps contribute to performing their duties. A general feeling is that involvement in online digital technology as SNS may not be welcomed by some companies (Kirkup, 2010; Gruzd et al., 2012) since in a few extreme situations, companies might opt not to allow their staff's use of SNS, even though take severe disciplinary actions against offenders (Gruzd et al., 2012).

The data showed that habit positively affects respondents' intention to continue using SNS (see Table 3). Indeed, these results implied that respondents' SNS's past experience with the tool in a personal setting plays a role in their willingness to use it in the workplace sustainably. When the respondents have the opportunity, skills, and resources to use SNS in their personal life frequently, they will develop a favorable predisposition toward the technology and become outfitted to use it in an organizational setting when required. Previous familiarity with the tool becomes an indicator of a favorable behavioral intention. When a behaviour is routinized over time, it becomes difficult to change it without the risk of deploying extra efforts and resources by adopting new alternatives.

4.2 Influence of the Antecedents of Satisfaction

We conjectured that usefulness positively impacts SNS users' satisfaction. Unexpectedly, the results of the data analysis indicated a significant relationship between both variables, but it was negative. It is a surprising outcome since it has been shown in many studies that usefulness or performance expectancy is the major driver of any of ICT use's outcomes.

The effect of pleasure on satisfaction was insignificant, aligning with our theorization and several previous studies that support the notion that people use an ICT for perceived pleasure. However, this finding contradicts some previous studies like Hsieh et al. (2011), confirming the decreasing effect of pleasure over time. These studies argue that when an individual starts using a new (ICT), the perceived pleasure decrease over time due to its routine use. At this time, it will take new or innovative skills to provide further enjoyment.

The results corroborated the positive association between disconfirmation and users' satisfaction we theorized. The respondents are further satisfied after concretely using SNS and observing its actual positive outcomes, leading to a stronger instrumental perception of the SNS during the post-adoption period. The respondents of this study are well equipped with strong digital skills. This observation corroborates the finding of Yu et al. (2017), who showed that high information literacy positively affected ICT use continuance behavior over time.

4.3 Influence of the Antecedents of SN

We conjured that peers and superiors influence SNS users' SN. As it appears in Table 3, superiors' perceived normative beliefs have a greater influence than those of peers. Overall, this result aligns with the previous findings who confirmed the predominant influence of one's manager in ICT adoption and use in the African environment. This study went further by highlighting that superiors benefit from more influential roles in the workplace regarding using SNS for handling professional duties.

5. PRACTICAL CONTRIBUTION

From the study's results, there were several factors influencing respondents' continuance intentional behavior. Taken as a whole, 47% of the variance of users' continuance intention can be explained by the research model. One most important result of this research is to demonstrate that habit is the strongest driver of SNS use continuance. Therefore, companies and their leaders need to consider offering workers opportunities to be familiar with SNS. SN did not positively affect users' continuance intention as theorized. Still, superiors' influence appeared to be the dominant factor in impacting one's normative beliefs regarding SNS's use continuance at the workplace. Indeed, it will be advised to find methods that help managers boost workers' awareness of SNS use within the company.

6. THEORETICAL CONTRIBUTION

Addressing Benbasat and Barki (2007)'s call to use TPB as theoretical foundation in studying ICT's use continuance, we integrated TPB and expectancy theory as the theoretical base of this research. This research is among fewer studies that combine four relevant beliefs and their drivers to study SNS use continuance from the individuals' perspectives in a non-Western organizational context.

The model elaborated and assessed in this study found that SNS use continuance is explained primarily by habit to a greater extent. If users are to make frequent use of SNS, they will be used to it, and it will be easier for them to get accommodated utilizing the system in an organizational setting. Moreover, how often they use the tool, how much time they spend on using it, the more favorable attitude they will form toward it. Therefore, the acquaintance of SNS use in the workplace needs to be promoted in contexts like that of this study. The results will contribute to understanding the sustained use of SNS in Guinea, an African country. Gaining such an understanding is vital because SNS can serve companies' needs, improve the potential market, enlighten attractiveness, increase customers' loyalty, give local businesspeople an opportunity to develop professional networks, ease entry into the marketplace, and fall other advertising-related costs.

This research outlines a good direction in comprehending SNS use by the individual in the organization using a grounded approach. The finding of this study will address the often cited need to understand the complexities of SNS's sustainable use in the workplace (Kane, 2017; Leonardi, 2017). SNS are affecting the workplace in diverse fashions, and the impact on knowledge dissemination management is the most important piece. SNS overcomes many limitations of former generations of knowledge management systems (Kane, 2017).

7. CONCLUSION

This study investigated employees' behavior in post-implementation continued-use intentions toward SNS. We elaborated and assessed a theoretical model. Habit is the most prominent factor explaining SNS use continuance. The traditional drivers such as SN and satisfaction were not validated in this study. As Kaba and Toure (2014) showed, the traditional adoption models did not apply to SNS's use in an African context. Besides, the role of SN indicated as the most predominant driver of ICT use in an African context seems to be lessened in this research. Our research findings on SNS continued use intention in a distinct socio-cultural setting are challenging the established view of the role of SN and satisfaction by showing that these established drivers are not shaping people's behavioral intention. The findings revealed that traditional models do not stand in all adoption and may not be used elsewhere without necessary adjustments (Kaba & Toure, 2014). This result is valuable as it tells Information Systems researchers and practitioners to be vigilant in their use of acceptance and use models within an international context, giving due consideration to cross-cultural validity and context-sensitive issues. The findings might help ensure better success in ICTs' use in sub-Saharan African countries with a comparable context to the Guinean context. Finally, the results will be in the interest of Western organizations operating in developing countries to better comprehend the factors governing how employees react to SNS; gaining that knowledge will contribute to its success.

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