SOCIAL MEDIA AND INTERACTIVE AFFECTION ON PERFORMANCE: A PERSPECTIVE FROM TRANSPARENCY

Chih-Yuan Chou  
_National Chengchi University, cy.chou@nccu.edu.tw_

Jun Huang  
_National Chengchi University, simonlevehan@gmail.com_

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Social Media and Interactive Affecion on Performance: a Perspective from Transparency
Emergent Research Forum (ERF)

Chih-Yuan Chou  
Department of Management Information Systems, College of Commerce, National Chengchi University  
cy.chou@nccu.edu.tw

Jun Huang  
Department of Management Information Systems, College of Commerce, National Chengchi University  
simonlevehan@gmail.com

Introduction

Transparency is closely related to ethics, openness, and trust (Rawlins, 2008; Schnackenberg & Tomlinson, 2016). Transparency has a positive impact on organizational performance (Berggren & Bernshteyn, 2007). Social media not only promote the communication of groups (Parry & Solidoro, 2013), but also build positive organizational culture and images (Bergami & Bagozzi, 2000). With the development of social media, social media communication affects transparency and organizational performance (Christensen, 2002; Yang et al., 2021). To sum up, social media is closely related to the trust and communication of the organization. And for the members of the organization, we thus put forward the following questions: First, does social media enhance members’ identity? Second, what are the specific changes in the members’ affection? Third, will the change in affection impact members’ behaviors, and what effect will the change in affection bring to the organization? In this study, we defined the types of social media used by members: (1) It can browse the information or (1) It has the function of communication. Transparency and individual performance are related to organizational performance, so we discuss the changes in organizational performance from these two aspects. We will make an in-depth discussion on the research questions.

Literature Review

Social Identity and Group Comparison

Social identity has been defined as: Taking the perception of membership as the source of self-cognition. Members perceive that they are members of the same social category (e.g., gender and religion) and have emotion and consensus of their groups, and also highlighted that people define themselves in terms of the group(s)’ identification with which they self-classify (Tajfel, 1974; Tajfel et al., 1979). Social and individual identification are pertinent (Tyler & Blader, 2003).

As to the causes of social identity, Tajfel (1974) and Tajfel et al. (1979) analyzed that a group needs to retain positive differences or values from other groups such as the images (Bergami & Bagozzi, 2000; Chiu et al., 2015). Members can thus maintain self-esteem, positive self-worth and satisfaction, and tend to continue to be involved in and support the group (Tsai & Bagozzi, 2014; Tyler & Blader, 2003). Overall, organizations should pay attention to establishing the positive differences or values with other organizations.

Affective and Behaviors of Members

Ellemers et al. (2002) pointed out that social identity can influence members’ affections and behaviors. It can also build members’ affective attachment to group identification, thereby enhancing members’ participation, communication, cooperation and contribution (Ren et al., 2012; Tsai & Bagozzi, 2014; Tyler & Blader, 2003). For many years, the opinions and findings of social identity are putting forward in Table...
Organizational Transparency via Social Media

1: social identity is (1) a process of self-integration with the group (group identity); (2) a process of depersonalization; (3) a process results in the consistency of members’ behavior; and (4) a kind of goal or reward. Below is the abbreviation of classification: (Self-definition: SED; Depersonalization: DEP; Group Integration: GRI; Goal Pursuit: GOP; Society comparison: SOC; Perception and Behavior: PEB)

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<th>Opinions and Findings of SI (Social Identity)</th>
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<tr>
<td>The group membership is regarded as a part of the individual’s self-concept.</td>
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<td>Deaux et al. (1995) etc.</td>
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<td>SI is a process of depersonalization.</td>
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<td>Roccas and Brewer (2002) etc.</td>
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<td>Positive SI as a goal can motivate members.</td>
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<td>Turner and Oakes (1986) Turner (1975) etc.</td>
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</table>

**Table 1. Opinions and Findings in Social Identity.**

**Perceived Organizational Prestige**

Researches have shown that perceived external prestige is positively correlated with organizational identity (Bergami & Bagozzi, 2000; Chiu et al., 2015) and has an impact on organizational members, such as job (Herrbach et al., 2004), affective commitment, and attachment to the organization (Bergami & Bagozzi, 2000;). Moreover, the perceived external prestige can urge members to stay and pursue association with the organization (Herrbach et al., 2004; Chiu et al., 2015). Combined with Tajfel (1974), the perceived external prestige makes members feel positive about their organization.

**Organizational Transparency in Social Media**

According to the theoretical background, social media has the affordances of visibility, editability, persistenc, association. These four affordances can influence organizational communication from: socialization, knowledge sharing and power processes (Treem & Leonard, 2013), and these are closely related to the transparency of information in communication. Various studies have evaluated the role of transparency in organizational image and trust (Chiu et al., 2015; Rawlins, 2008), communication (Christensen, 2002). Roberts (2009) has put forward transparency as the credibility of the organization’s transmission to stakeholders and its perceived degree. Later, Schnackenberg and Tomlinson (2016) summarized the definition of transparency as the perceived quality of selectively shared information from a sharer with three dimensions: disclosure, clarity and accuracy. In the field of information systems,
scientists have offered definitions of transparency (Figure 1). The emphases are: (1) information sharing; (2) internal or external communication of organizations; and (3) how to get and use shared information.

**Research Model and Hypothesis**

**Research Model**

Based on the literature review, we propose the research model (Figure 2). In this study, interactive affection expresses the changing process of members’ emotions and behaviors: (1) Members have identity with the group. (2) Interact with others of organization.

![Figure 2. Research Model.](image)

**The Effect of Transparency on Perceived Organizational Prestige**

The essence of transparency is: the sharing of accessibility and usability messages (Granados & Gupta, 2013), and it build a positive organizational image (Rawlins, 2008), and it will bring trust of stakeholders (Christensen & Cheney, 2015). To sum up, we argue that the external transparency of an organization reflects the degree of sharing information with the surrounding. It's easier to perceived the reputation and image of the organization. We made assumptions as follows:

H1: Organizational external transparency is positively related to perceived organizational prestige.

H2: Social media actively positively related to perceived organizational prestige.

**The Effect of Perceived Organizational Prestige on Interactive Affection**

An organization's social identity is based on a favorable comparison with other organizations (Tajfel, 1974; Tajfel et al., 1979), which shows the positive value difference or uniqueness brought by organizations to members (Turner, 1975). In view of the above viewpoints combined with the theory of social identity, we found that the external prestige is essentially the difference of the positive value that organizations bring to the group members. Members have identity for their organizations. In this step, the interactive affection reflects the process of one’s identification with the organization. Accordingly, we assume that:

H3: Perceived organizational prestige is positively related to the interactive affection of members.

**The Effect of Interactive Affection on Transparency and Performance**

Social identity enables organization members to have the motivation to integrate into the group (Tyler & Blader, 2003). The strength of identity has an impact on members’ emotions, perceptions and behaviors.
Organizational Transparency via Social Media

(Ellemers et al., 2002; Tajfel et al., 1979). The interactive affection reflects one’s interaction after he or she has identification with the organization. People’s interaction behavior (such as cooperation) is based on their desire to continue to be a member. The behavior enhances information sharing among members and promotes transparency within the organization. Therefore, we propose that:

H4: Interactive affection of members is positively related to the internal transparency of organization.

The visibility and convenience of social media are conducive to knowledge exchange among members, providing transparency and efficiency of interaction (Yang et al., 2021; Parry & Solidoro, 2013). Additionally, social media provides a positive place for social interaction and organizational identity (Chan, 2014; Treem & Leonardi, 2013). We think that transparency within the organization reflects mutual communication and information sharing among members within the organization. Thus, we hypothesize that:

H5: Social media actively promotes the effect of interactive affection of members on internal transparency of organization.

In the meantime, organizational identity encourages members’ behavior that is beneficial to the interests of the group (Tyler & Blader, 2003). Members devote time and energy to their jobs (Tyler & Blader, 2003). In contrast, organizational identity promotes members’ attachment based on organizational identification (Ren et al., 2012). Therefore, we can infer that members may wish to improve their performances to achieve or maintain a satisfactory identification or position in the organization. We assume that:

H6: Interactive affection of members promotes is positively related to individual performance.

Construct Measurements

A total of 34 measured components in seven dimensions has been proposed. Scale anchors for each measurement ranged from strongly disagree (1 point) to strongly agree (7 points). Firstly, external transparency (ETR): the degree of information sharing between the organization and its surroundings. Secondly, internal transparency (ITR): the extent to which employees in an organization share the information they need. Thirdly, perceived organizational prestige (POP): satisfaction of members with organizational reputation, image and work. Fourthly, social identity (SID): the positive degree of an individual’s social or collective identification. Fifthly, interaction (INT): the aspects of the intention of knowledge sharing of members. Sixthly, individual performance (IPE): the degree to which respondents agree or disagree with the quality of their on-the-job work. Seventhly, the use of social media (SME), we measure the impact of members’ use of social media on perceived organizational reputation. Finally, we utilize the degree of interaction among members through social media to reflect the impact of social media on the relationship between interaction affection and internal transparency.

Proposed Data Collection & Analysis

The survey sample of this study is: people belonging to one or more organizations (regardless of region, organization category, positions, etc.). We will use the questionnaire to collect data. The data analysis method uses statistical analysis of quantitative research. Based on SEM (Structural Equation Modeling) through regression analysis, we will know the correlation between variables. We will then control the stability of analysis results by bootstrap method. Lastly, we plan to use path analysis to explore the potential relationship and optimize the model.

Expected Contribution

This research explores the significance of social media in organizational performance. We expand the study in organizational management, social media studies and transparency from the perspective of members. Because most previous studies only focused on the relationship with two of members, social media, transparency, and organizational performance, the exploration of whether there is a relationship among the four in our study is expected to contribute to the potential research puzzle in the academic field.
References


