THE EFFECT OF WORK-RELATED SOCIAL MEDIA USE AND PERCEIVED ORGANIZATIONAL SUPPORT ON WORK ENGAGEMENT

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ABSTRACT

This study examined how different factors can influence employees' work engagement. Work-related social media use outside working hours can be a paradox with negative implications for work engagement. Perceived organizational support can be a boost that positively impacts work engagement. A cross-sectional survey was conducted on 344 employees across sectors in the greater Jakarta area to test the research hypothesis. The collected data is then processed using the structural equation modeling (SEM) method. The findings in this study indicate that work-related social media use and perceived organizational support are proven to significantly affect work engagement through the mediating role of organizational identification, work-to-family conflict, and family-to-work conflict. The results of this study are expected to be taken into consideration by organizations in formulating policies on setting balanced working hours, maximizing the role of organizational support, and minimizing the potential for work-family conflict so that employees can feel a strong sense of work engagement and maximize their contribution to the organization in the digital era.

Keywords: Work engagement, work-related social media use, perceived organizational support, organizational identification, work-family conflict

A. INTRODUCTION

The study of work engagement is one of the studies in the field of human resources that has continued to increase rapidly over the last two decades. One of the first theories about work engagement was put forward by Kahn (1990), explaining that fully engaged employees, physically, cognitively, and emotionally, will create connectivity with their work. The intended attachment refers to forming work motivation by fulfilling three basic needs: autonomy, needs, and relatedness (Schaufeli, 2021). So, it is assumed that employees with a high level of work engagement are more motivated to work hard to achieve organizational progress than employees with a relatively lower level of work engagement.

Digitalization also affects work engagement in the digital era, including work-related social media use. Most of Indonesia's active internet users are in productive age groups, typically involved in various areas (Hootsuite, 2021). With a rate of 31%, social media use for work purposes is one of the noteworthy trends of the digital age. The study's findings

demonstrate that using social media outside of work hours has various effects on people, including those connected to employee engagement and exhaustion (Zoonen et al., 2017; Zoonen et al., 2021). Although much research has been conducted regarding the use of technology in work and how it impacts human resources, no related studies have been found in the Indonesian context (Zoonen et al., 2017; Zoonen et al., 2021; Yue, 2022). This study aims to determine how it affects employee engagement at work in the Indonesian context.

Previous studies focused on how work engagement is influenced by work-related social media use and several mediating variables. So, in previous literature, no comparable factors influence work engagement with the same mediating variable. The different models fill the gap with previous research, and the study also examines other aspects that can affect work engagement, namely perceptions of organizational support. According to the work engagement model developed by Bakker & Albrecht (2018), various work resources, such as social support from co-workers and supervisors, performance feedback, skill variations, and autonomy, are the starting points for the growth of work motivation that leads to increased work engagement.

We hypothesize that these two aspects will have a different effect on the level of work engagement experienced by employees. A cross-sectional survey was conducted on 344 employees from across sectors to test the hypothesis and enrich the research results. To get an overview of the influence of the use of social media related to work and perceptions of organizational support for work engagement in the context of the world of work in Indonesia, the object of this research is focused on employees in the Greater Jakarta area.

More specifically, this study proposes a mediating role in organizational identification, work-to-family conflict, and family-to-work conflict. Organizational identification is important at the individual, group, and organizational levels. An individual with a high level of organizational identification shows higher support for the organization (Zhou et al., 2021). Employees who contribute work outside working hours are perceived as embodiments of organizational identification.

B. LITERATURE REVIEW

Work-related Social Media Use

Social media as a forum characterized by user-generated content (Pekkala et al., 2022) is a means for employees to distribute, share, and exchange information in various forms that can reach many communities (Pekkala et al., 2022). Using work-related social media opens new avenues for employees and organizations to stay connected and establish relationships with colleagues and other stakeholders.

Perceived Organizational Support

According to Eisenberger et al. (2001), perceptions of organizational support are beliefs held by employees related to organizational appreciation of their contributions. In general, the support from the organization that employees feel influences employee perceptions regarding the quality of the relationship between employees and the organization.

Organizational Identification

Organizational identification rooted in the social identity theory is central to the definition of an individual who can be used as a guide in personal and professional life. (Wan, 2022). Another definition of organizational identification is the "perception of unity" between an individual and an organization, which refers to a sense of ownership of an organization (Ashfort Yue et al., 1989).

Work-Family Conflict

Work-family conflicts can occur in two directions. In the form of work-to-family conflict, the conflict between roles occurs when the demands of attention, time, and pressure arising from work interfere with the implementation of individual responsibilities in the family sphere. In the form of family-to-work conflict, that is, conflict between roles that occurs when the demands of attention, time, and pressure arising because of family issues interfere with the execution of individual responsibilities in the scope of their work (Netemeyer et al., 1996).

Work Engagement

Schaufeli & Bakker (2004) conceptualized work engagement as the presence of passion, dedication, and absorption within employees. Emotional attitude refers to employees' feelings related to physical attitude and the employees' desire to engage in challenges and tasks on the job. Dedication refers to the employee's enthusiasm and pride when performing the assigned task. At the same time, the absorption of work is associated with the employer's concentration, which enables him to perform the given task well.

Work-related Social Media Use for Organizational Identification, Work-to-Family Conflict and Family-to-Work Conflict

This study explains the importance of organizations making policies related to the use of social media, which is a reference for how employees communicate and behave concerning the use of social media. Previous research has tried to explore the link between the use of social media and the possibility of work-family conflict. This conflict was triggered by the removal of the resources owned by employees due to social media, which cut their time (Yang et al., 2019). The results of this study require the management of social media use in private time to be more proportional, which is believed to reduce the possibility of work-family conflict.

Research by Yang et al. (2019) explores how employees should manage the boundaries between family and work affairs from their perspective.

H1: Work-Related Social Media Use positively and significantly influences Organizational Identification.

H2: Work-Related Social Media Use positively and significantly affects Work-to-Family Conflict.

H3: Work-Related Social Media Use positively and significantly affects Family-to-Work Conflict.

Perceived Organizational Support to Organizational Identification, Work-to-Family Conflict and Family-to-Work Conflict

Suthatorn & Charoensukmongkol (2022) explore how organizational support perceptions influence employees' organizational identification in the context of the COVID-19 pandemic. The results showed a positive association between perceived organizational support and organizational identification. Organizational identification is interpreted as the perception that employees are part of the organization and concerns how the organization positions employees and establishes emotional relationships (Teng et al., 2020). Social support can be obtained from social networks where he is connected, such as the work environment, friendships, and family. Previous research has shown that social support, both in the form of support from the work environment and support from the family environment, significantly reduces work-to-family conflict (Alalsheikh, 2022). The demands of the roles carried out daily make employees routinely have to transform one role into another properly. Previous research also shows that perceptions of organizational support strongly influence inter-role conflict, not only in the form of work-to-family conflict but also in the form of family-to-work conflict (Alalsheikh, 2022).

H4: Perceived Organizational Support positively and significantly affects Organizational Identification.

H5: Perceived Organizational Support negatively and significantly affects Work-to-Family Conflict.

H6: Perceived Organizational Support negatively and significantly affects Family-to-Work Conflict.

Organizational Identification, Work-to-Family Conflict and Family-to-Work Conflict to Work Engagement

Studies by Men et al. (2020) show that employee adoption of internal social media increases perceptions of organizational identification, which leads to increased job engagement. This condition can occur because employees with a high level of organizational

identification tend to have a strong drive to achieve organizational success, which is considered part of their success. Employees who are attached to their work tend to have positive feelings and motivation (Mathieu et al., 2018). This condition will be difficult to achieve if work demands on a large scale cause conflict between roles in employees' lives. Previous research has shown that high family-to-work conflict leads to the depletion of energy that should be allocated properly for work, resulting in a decrease in the level of work engagement that can be achieved by employees (Wang & Li, 2023).

H7: Organizational Identification has a positive and significant effect on Work Engagement.

H8: Work-to-family conflict has a negative and significant effect on Work Engagement.

H9: Family-to-work conflict has a negative and significant effect on Work Engagement.

Organizational Identification, Work-to-Family Conflict and Family-to-Work Conflict as Mediating Variable

Research results show that work-related social media activities are driven, among other things, by the desire to achieve professional success and the process of social identification, one of which is with the organization (Zoonen & Treem, 2019). Lack of organizational support, which triggers dissatisfaction with work, reduces feelings of attachment to work (Puyod & Charoensukmongkol, 2021).

Using information technology devices and social media to work outside of working hours is a responsibility that has consequences for blurring the boundaries between work and family. So, this activity triggers various negative impacts, including work-to-family conflict (Xi et al., 2018). Empirical research shows a correlation between work and family conflict and negative consequences for work, such as fatigue and decreased psychological well-being, which will impact work engagement (Dolson & Deemer, 2020).

Studies have also shown that the constant availability of information and the ease of staying connected online have various negative consequences for work, including decreased work engagement (Yue et al., 2022). Social support from the organization positively impacts employees facing problems in the work environment and the family sphere (Alalshiekh et al., 2022).

H7a: Organizational Identification mediates the influence of Work-Related Social Media Use on Work Engagement.

H7b: Organizational Identification mediates the influence of Perceived Organizational Support on Work Engagement.

H8a: Work-to-Family Conflict mediates the influence of Work-Related Social Media Use on Work Engagement.

H8b: Work-to-Family Conflict mediates the influence of Perceived Organizational Support on Work Engagement**.**

H9a: Family-to-Work Conflict mediates the influence of Work-Related Social Media Use on Work Engagement.

H9b Family-to-Work Conflict mediates the influence of Perceived Organizational Support on Work Engagement.
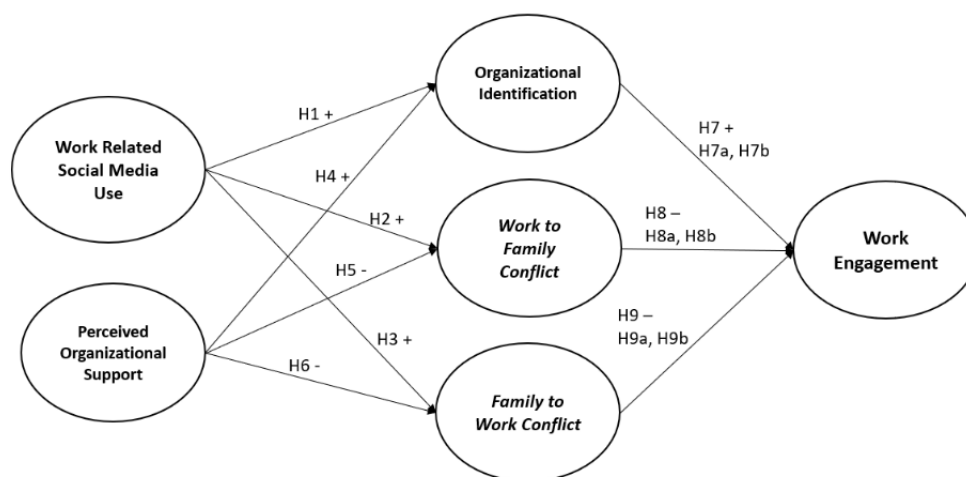

Figure 1. Research Framework

Sources: Data Processed by Researchers, 2023

C. RESEARCH METHOD

Data Collection and Participants

The population of this study is all employees in various companies who live in Indonesia and actively use social media for work matters outside of regular working hours. As a research sample, researchers specifically make employees in the greater Jakarta area as research objects. Data for the research were obtained by conducting online surveys with questionnaires as instruments. Respondents were recruited by looking for potential respondents on social media sites like LinkedIn and Instagram.

According to Hair et al. (2006), several indicators can be used to determine sample size in studies that use SEM in analyzing data: (1) parameter estimation is carried out using the Maximum Likelihood Estimation method, so the sample size is recommended to range from 100 to 200, and the minimum number of samples is 50; (2) more specifically, it can be calculated using the formula for the manifest variable (indicator) of all latent variables multiplied by choice of numbers from 5 to 10.

Samples were taken from this population, referring to the sample calculation formula described above, by selecting 344 employees to facilitate research. The sampling technique used is simple random sampling, a scheme in which every element in a population has the same probability of being the selected sample (Kalton, 1983). All employees in the greater Jakarta area who meet the criteria described below have the same opportunity to become the selected sample.

Table 1. Respondent Profile

Respondent Demographics		Sum	Percentage
Gender	Man	137	38.82%
	Woman	207	60.17%
Age	< 25	24	10.53%
	25 – < 30	111	32.26%
	30 – < 35	128	37.2%
	35 – < 40	70	20.35%
	40 - < 45	8	2.32%
	> 50	3	0.87%
Final Education	SMA/SMK	38	11.04%
	D1/D2/D3	84	24.41%
	S1/D4	208	60.46%
	S2	14	4.06%
Marital Status	Married	275	79.94%
	Single	69	20.05%
	Divorced	0	0%
Household	Nuclear family	289	84.01%
Composition	Extended Family	55	15.98%

Sources: Data Processed by Researchers, 2023

Measures

The research instrument in this study refers to previous research instruments, namely a questionnaire with 7 points on a Likert scale, from 1 (indicating "strongly disagree or never)" to 7 (indicating "strongly agree)" (Yue, 2022). Work-related social media use questions are divided into 4 sub-topics: consumption, contribution, creation, and conversation (Men et al., 2020; Zoonen, 2017). The indicators in previous research were modified by separating questions related to the field of work and organization because they are two different things.

The topic of perceived organizational support (POS) refers to 16 question points in Eisenberger et al. (2001).

Questions related to organizational identification. The researcher referred to the scale Ashforth et al. (1989) used, which has six question points. For questions about work-to-family conflict (WFC), researchers refer to the 5 question points in Netemeyer et al. (1996). Meanwhile, for the topic of family-to-work conflict (FWC), the researcher refers to the 5 question points (Netemeyer et al., 1996). Questions related to work engagement are adopted from the Utrecht Work Engagement Scale (UWES) (Schaufelli & Bakker, 2004), which consists of 3 sub-topics: vigor, dedication, and absorption.

Data Analysis

Mediation analysis research can use multiple regression or SEM (Cheng & Cho, 2021). However, in this study, the researchers chose to use the Structural Equation Modeling (SEM) method, which is an analytical method that allows multiple assessments of the independent variables and the dependent variable simultaneously (Lee, 2022). A two-step approach is used to find potential sources of non-specific errors in SEM analysis (Yue, 2022). The first step in this approach is validating the measurement model, and the second is estimating the structural model (Mostafa & El-Motalib, 2020). So, in this study, the first step, namely evaluating the measurement model and the second step, namely the assessment of the structural model, is carried out through hypothesis testing (Nejati et al., 2020).

Table 2. Composite Reliability (CR), Average Variance Extracted (AVE), and Mean

	CR	AVE	M
Work-related Social Media Use	0.98	0.76	5.20
Perceived Organizational Support	0.97	0.71	5.62
Organizational Identification	0.94	0.72	5.58
Work-to-Family Conflict	0.93	0.75	3.41
Family-to-Work Conflict	0.94	0.78	3.06
Work Engagement	0.982	0.76	5.75

Sources: Data Processed by Researchers, 2023

D. RESULT AND DISCUSSION

Validity and reliability analysis are carried out using the LISREL application. Based on a rule in a validity test that states that an indicator can be declared valid when it has a

standardized loading factor (SLF) value of 0.5, Then also see the variance value extracted (VE) and the construct reliability (CR) value required to be 0.6 (Hair et al., 2019). Based on the validity and reliability tests carried out, it is known that all of the items used in this study can be declared valid and reliable, as described in Table 2.

According to Hair (2019), no raw rule (compliance index) gives an absolute value to whether a measurement or structural model is good or bad. A model can meet the goodness of fit criteria when it meets at least 3 or 4 indices that indicate a good fit. The model suitability test in this study was carried out by looking at the criteria for meeting the element of goodness of fit in the research model. these elements include RMSEA of 0.043; NFI of 0.98; RFI of 0.98; NNFI of 0.99; and PNFI of 0.90.

Data that has met the criteria in the validity, reliability, and goodness of fit tests indicates that the data is ready to be used to test the hypothesis. Hypothesis testing is done by looking at the output of SEM testing using the LISREL application. The test output describes the t-values and the SLF values to analyze the relationship between the variables. The t-value becomes a reference to see whether the relationship formed has a significant value with t-values > 1.645 or a p-value of 0.05 (Hair et al., 2018).
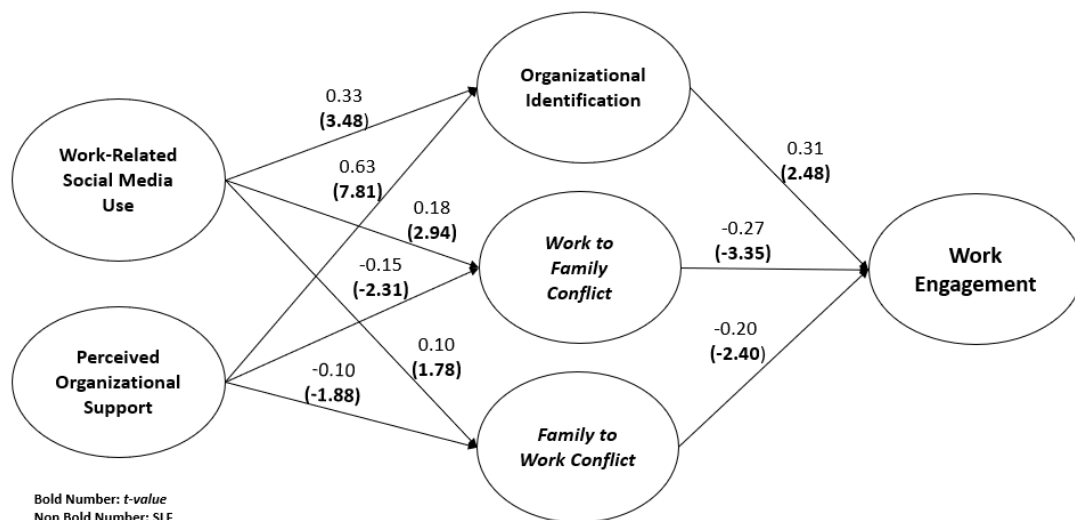

Figure 2. LISREL Calculation Results

Sources: Data Processed by Researchers, 2023

Table 3 shows that the entire hypothesis in this study is acceptable due to its significant values and the direction of the relationship corresponding to the hypotheses. First, the relationship between work-related social media use during non-work time and organizational identification with a t-value above 1.645 is 3.48, and the standard coefficient value is 0.33.

Second, the relationship between work-related social media use and work-to-family conflict that shows a t-value above 1.645 is 2.94, and the standard coefficient value is 0.18. The three relationships between work-related social media use and family-to-work conflict have a t-value of 1.78 and a standard coefficient of 0.10.

Table 3. Direct Effect Results

H	Path	Std Coefficient	t-value	Result
1	Work-related social media use -> organizational identification	0.33	3.48	Significant positives.
2	Work-related social media use -> work to family conflict	0.18	2.94	Significant positives.
3	Work-related social media use -> family-to-work conflict	0.10	1.78	Significant positives.
4	Perceived organizational support -> organizational identification	0.63	7.81	Significant positives.
5	Perceived organizational support -> work to family conflict	-0.15	-2.31	Significant negatives.
6	Perceived organizational support -> family-to-work conflict	-0.10	-1.88	Significant negatives.
7	Organizational identification -> work engagement	0.31	2.48	Significant positives.
8	Work-to-family conflict -> work engagement	-0.27	-3.35	Significant negatives.
9	Family to work conflict -> work engagement	-0.20	-2.40	Significant negatives.

Sources: Data Processed by Researchers, 2023

The fourth relationship, between perceived organizational support and organizational identification, showed a t-value above 1.645 of 7.81 and a standard coefficient of 0.63. The fifth relationship between perceived organizational support and work-to-family conflict had a t-value below -1.645, which is -2.31 and a standard coefficient of -0.15. The sixth relationship between perceived organizational support and family-to-work conflict showed a t-value below -1.645, -1.88, and the standard coefficient value is 0.10.

Seventh, based on the relationship between organizational identification and work engagement, it is seen that the t-value above 1.645 is 2.48, and the standard coefficient value

is 0.31. The eighth relationship between work-to-family conflict and work engagement that formed showed a t-value below -1.645 of -3.35 and a standard coefficient value of -0.27. Work-to-family conflict affects work engagement by 27 percent. The ninth relationship between family-to-work conflict and work engagement results in a t-value below -1.645, which is -2.40, and a standard coefficient of -0.20.

Next, the t-value of the direct and indirect effects on each mediation relationship is compared to see the mediation relationship formed between variables. The t-value of indirect effect is derived from the combination of two variables: an independent variable with a mediated variable and an intermediate variable with a dependent variable. (Hair et al., 2019). The index t-value of the indirect effect is insignificant; a value below 1.645 indicates no mediation. If the t-value of a direct effect indicates a non-significant value but the indirect effect has a significant value, the relationship can be inferred as a full mediation. The relationship partially mediates if the direct or indirect effect t-value remains significant.

Table 4. Influence Mediation Test Results

H	Path	Indirect Effect	Conclusion
7a	Work-related social media use -> organizational identification -> work engagement	8.63 (Significant)	Full Mediation
7b	Work-related social media use -> work-to-family conflict -> work engagement	-9.84 (Significant)	Full Mediation
8a	Work-related social media use -> family-to-work conflict -> work engagement.	-4.27 (Significant)	Full Mediation
8b	Perceived organizational support -> organizational identification -> work engagement	19.36 (Significant)	Full Mediation
8a	Perceived organizational support -> work-to-family conflict -> work engagement	7.73 (Significant)	Full Mediation
8b	Perceived organizational support -> family-to-work conflict -> work engagement	4.51 (Significant)	Full Mediation

Sources: Data Processed by Researchers, 2023

Discussion

H1: Work-Related Social Media Use positively and significantly influences Organizational Identification.

Work-related social media use outside regular working hours has positively and significantly influenced organizational identification. This result is proven by looking at the t-value, which is positive and significant with a value of 3.48 (>1.645). Therefore, the hypothesis that work-related social media use positively and significantly influences organizational identification can be accepted. In line with research by Yue (2022), which shows that work-related social media use positively influences organizational identification, this strengthens the structural identification theory, which sees identification as a process formed through communication and activities sharing organizational interests.

H2: Work-Related Social Media Use positively and significantly influences Work-to-Family Conflict.

Work-related social media use has a positive and significant impact on work-to-family conflict. This is demonstrated by looking at positive and significant t-value values of 2.94 (>1.645). Therefore, the hypothesis that work-related social media use positively and significantly impacts work-to-family conflict in this study is acceptable. The study of Zoonen et al. (2017) showed that one of the impacts of this social media activity was the creation of increased connectivity and the increasingly diverse social groups found on social media platforms.

H3: Work-Related Social Media Use positively and significantly influences Family-to-Work Conflict.

Work-related social media use has a positive and significant impact on family-to-work conflict. This is demonstrated by a significant positive t-value value of 1.78 (>1.645). Thus, the hypothesis that work-related social media use positively and significantly impacts family-work conflict in this study is acceptable. This result is in line with (Zoonen et al., 2017), who emphasize these statements related to social media activities that provoke difficulties within employees in determining the direction of separating the domains of personal life and work.

H4: Perceived Organizational Support has a positive and significant influence on Organizational Identification.

Perceived organizational support has a positive and significant impact on organizational identification. This result is demonstrated by looking at positive and significant t-value values of 7.81 (>1.645). In line with their research, Lam et al. (2015) showed that perceived organizational support is closely related to organizational identification. There were findings

that there was a correlation between the responses and the behavior shown by employees identified with the organization's care norms. Research from Charoensukmongkol et al. (2022) confirms a similar statement that the perception of organizational support positively impacts organizational identification.

H5: Perceived Organizational Support has a negative and significant influence on Work-to-Family Conflict.

Perceived organizational support has a negative and significant impact on work-to-family conflict. This result is demonstrated by a significant negative t-value of -2.31 (<-1.645). Therefore, the hypothesis that perceived organizational support negatively and significantly impacts work-to-family conflict is acceptable. According to a study by Gurbuz et al. (2012), perceived organizational support harms work-to-family conflict. This statement reinforces the results of previous research by Murtaza et al. (2018) that stated that perceived organizational support has positive implications for a decrease in the incidence of work-to-family conflict.

H6: Perceived Organizational Support has a negative and significant influence on Family-to-Work Conflict.

Perceived organizational support has a negative and significant impact on family-to-work conflict. This result is demonstrated by a significant negative t-value of -1.88 (-1.645). This result aligns with a study by Gurbuz et al. (2012), where perceived organizational support negatively impacts family-to-work conflict. The results of research conducted by Alalsheikh et al. (2022) also show that perceived organizational support has positive implications for the decrease in the incidence of work-to-family conflict and family-to-work conflict.

H7: Organizational Identification has a positive and significant influence on Work Engagement.

Organizational identification has a positive and significant impact on work engagement. This result is demonstrated by looking at positive and significant t-value values of 2.48 (>1.645). The findings of this study are consistent with Yue (2022), which found that organizational identification is an aspect of research that has been shown to affect work engagement directly. Similarly, research results show that organizational identification is positively associated with employment engagement (Oksa et al., 2021).

H8: Work-to-Family Conflict has a negative and significant influence on Work Engagement.

The work-to-family conflict has a negative and significant effect on work engagement. This is demonstrated by looking at negative and significant t-value values of -3.35 (-1.645). As the results of Yue (2022) showed, work-to-family conflict proved to affect work engagement directly. Bakker & Demerouti (2007) explained that the conflict between work and personal

life is consistent with the JD-R model and triggers health disorders, increased fatigue, and decreased attachment to work.

H9: Family-to-Work Conflict has a negative and significant influence on Work Engagement.

Family-to-work conflict has a negative and significant effect on work engagement. This result is demonstrated by a significant negative t-value of -2.40 (<-1.645). This result aligns with Yue (2022), in which work-to-family conflict directly affects work engagement. This argument is supported by research (Byrne & Canato, 2017), which shows that employees who can perform their roles in the family satisfactorily can minimize family-to-work conflict. This condition has successfully affected his attachment to work.

E. CONCLUSION

Based on the analysis of this study, it can be concluded that work-related social media use has a positive and significant influence on organizational identification, work-to-family conflict and family-to-work conflict. Perceived organizational support has a positive and significant influence on organizational identification. At the same time, Perceived organizational support has a negative and significant influence on work-to-family conflict and family-to-work conflict. Organizational identification has a positive and significant influence on work engagement. Work-to-family conflict and Family-to-work conflict negatively and significantly influence work engagement. Organizational identification, work-to-family conflict, and family-to-work conflict fully mediate the relationship between work-related social media use and work engagement and perceived organizational support and work engagement.

This research faced several limitations in its implementation. First, it tries to apply the research model to the context of work in Indonesia. However, considering the limited research time, sampling was limited to employees in the Jabodetabek area only in this study. Second, Research with a cross-sectional study design has weaknesses in explaining more deeply the processes that occur between research objects and how the correlational relationships are.

Based on the series of research processes that have been carried out, the researcher outlines several suggestions that can be considered for future research. First, the research object will be expanded by targeting representation from various regions in Indonesia that are very likely to have different issues. Second, research on the influence of social media activities can be enriched by adding the influence of non-work-related social media use. Third, this research can be developed by adding moderating variables to enrich the results. For example, a moderating variable related to employee preferences for work-life integration can mediate the relationship between social media activities and work-family conflict.

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