Chapter 25
Intended Continued Use Social Networking Sites:
Effects on Job Satisfaction and Performance

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ABSTRACT

Hedonic information systems are those that are used primarily for pleasure. Previous research has established that the intention to use hedonic information systems is explained mainly by perceived ease of use and perceived enjoyment, with perceived usefulness to one's job being given less importance. Facebook could be seen as a hedonic information system. This paper employs a cross-sectional survey of 178 professionals who used Facebook to various degrees. Predictably, the authors' empirical results show that perceived enjoyment is indeed a much stronger determinant of intended continued Facebook use than ease of use or usefulness to one's job, explaining a considerable proportion of variance in continued use behavior. The authors also find that ease of use is a strong determinant of perceived enjoyment. Interestingly, their results suggest that intended continued Facebook use is significantly and positively associated with job performance, both directly and indirectly via job satisfaction.

INTRODUCTION

Technological advances and the widespread use of the Internet in recent years have led to a communication revolution that changed the way people interact and connect with one another (Coyle, 2008; O'Murchu, Breslin, & Decker, 2004). Social networking sites (SNSs) are a recent trend of this revolution (Guo et al., 2015; Karpinski et al., 2016), attracting the participation of hundreds of millions of users. Even organizations have started to realize the importance of SNSs, and have been allowing employees to access them at the workplace (Bennett et al., 2010).

SNSs arguably are changing the way that organizations communicate and connect with their stakeholders (Khan & Jarvenpaa, 2010; Marder et al., 2016; Moqbel, 2012; Tow et al., 2010). Researchers are calling for a better understanding of the factors leading to successful adoption of recreational SNSs by individuals and organizations (Chandra, 2012). While our knowledge about SNS adoption has expanded considerably (Boyd & Ellison, 2007; Guo et al., 2015; Karpinski et al., 2016; Koch et al., 2012; Lallmahomed et al., 2013; Li, 2011), our understanding of how and why social networking and SNSs are used by employees remains somewhat limited.

Several studies have revealed that the use of SNSs by employees can lead to better work-related outcomes including organizational commitment, job satisfaction, and job performance (Koch et al., 2012; Moqbel et al., 2013). What, then, helps employees embrace SNSs in order to be able to reap these benefits? This study attempts to answer this research question by analyzing data from a sample of 178 employees in U.S. organizations who were SNSs users. The data related to perceived usefulness, perceived enjoyment, perceived ease of use, and intention to continue using SNSs; as well as job satisfaction, and job performance.

Along with the importance of perceived ease of use and usefulness (Davis, 1989) in the adoption of technologies, we incorporated perceived enjoyment (Davis, Bagozzi, & Warshaw, 1992) as an additional variable in this study to understand why employees embrace SNSs. Since little research has touched on employees' intention to use and continue using SNSs, we have addressed the use of SNSs and their acceptance by organizational members to enhance our understanding of such phenomena.

In this paper a review of the research related to SNSs is presented, followed by a description of the theoretical framework for this study, which is based on the technology acceptance model (TAM) and the broaden-and-build theory of positive emotions. We then describe the research model, hypotheses, and methods used to conduct this study and the data analysis and results. We conclude with a discussion of the study's main findings, implications for researchers and practitioners, and limitations.

BACKGROUND AND HYPOTHESES

Team-member socialization is one area of concern in both traditional and virtualized business processes, and SNSs are considered to be a possible solution (Boughzala, 2012; Koch et al., 2012; Venkatesh & Windeler, 2012). Past research indicates that high turnover is detrimental to the effectiveness of collaborative social networking communities (Ma & Agarwal, 2007; Ransbotham & Kane, 2011).

Organizations are increasingly employing social networking to augment internal and external collaboration (Nardi et al., 2002; Ransbotham & Kane, 2011). Virtual worlds, an emerging class of social networking technologies, are gaining acceptance in collaborative business applications to meet the needs

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