JOB ACCOMPLISHMENT THROUGH INFORMATION TECHNOLOGY COMPETENCIES AND CORPORATE SOCIAL MEDIA USAGE OF COMPANY EMPLOYEES IN INDONESIA

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Abstract

This research aimed to examine the factors that could affect the distribution of jobs accomplishment, which was included the distribution of corporate social media, information technologies competencies, and jobs interconnections. This research used the partial least square-structural equation model (PLS-SEM) to test the proposed hypothesis. Participants in this study included 367 respondents as the employees in Indonesia. The data collected in this research used a surveyed approached to get responses from participants. The results of data analysis in this research revealed that corporate social media had a significant direct effect on jobs accomplishment and jobs interconnections. In addition, the information technologies competencies had also showed to have an essential direct role in jobs accomplishment and jobs interconnections. Jobs interconnections had also showed to have a significant direct influence on jobs accomplishment. This study proved that jobs interconnections had a significant mediating effect on the relationship between corporate social media and jobs accomplishment, but it had no influencers the relationship between information technologies competencies and jobs accomplishment.

Keywords: Job accomplishments, corporate social media, information technology competencies distribution, job interconnection distribution.

Introduction

The distribution of organizational communication and information is getting smoother and more accessible due to the usage of corporate social media (CSM) in the workplace, which was not previously explored in previous years (Li, Shepherd, Liu, & Klein, 2017). In response to this trend, a number of political parties have started to examine the critical and significant consequences of adopting CSM for both employees and companies as a collective (Pavithra & Deepak, 2021). As is the case with any new technology used in an organization, the implementation of CSM technology in the workplace is sure to generate debate (Peng, Quan, Zhang, & Dubinsky, 2015).

According to the findings of a number of earlier research, the prevalence of CSM technology in the workplace is likewise connected with increased levels of both job satisfaction and success. When it comes to enhancing the performance of the company as a whole, the top priority assigned by the company is the evaluation of individual employee performance (Friedman, Carmeli, & Dutton, 2018; Li, Dai, & Cui, 2020).

It is believed that evaluating the performance of workers is now more important than it has ever been as a direct consequence of the efforts that the corporation has made to adjust its operations in response to shifting environmental circumstances. In addition to this, while large-scale operations have resulted in the establishment of a far more impersonal and mechanized industrial setting, it is believed at the same time that this trend has also had the effect of greatly intensifying worker dissatisfaction and resistance to change in many corporations. In general, and without exception, they have produced a steady increase in productivity per man-hour. These gains have often taken the form of greater output by fewer men, with concomitant increases in cost (Mäntymäki & Riemer, 2016; Paik, Kim, & Park, 2017; Viete & Erdsiek, 2020).

In another context, prior research (Pitafi, Kanwal, Ali, Khan, & Ameen, 2018; Rasheed *et al.*, 2020; Islam, Pitafi, Akhtar, & Xiaobei, 2021; Latif *et al.*, 2021) has tended to concentrate only on evaluating the impact of CSM on the overall performance of the business. Employee performance studies should be conducted in greater detail since advancements in technology innovation have generated dependency amongst employees, who must be able to collaborate in order to do their tasks (Pitafi, Rasheed, Kanwal, & Ren, 2020).

However, there are other findings from past research that demonstrate that the distribution of CSM does not interfere with job performance and is rather a

waste of time since online activities and personal communications are unneeded and irrelevant for completing work assignments (Razmerita, Kirchner, & Nielsen, 2016; Welbourne & Sariol, 2017).

The outcomes of these diverse points of view are very varied. Because of this, the emphasis of this study is on attempts to determine the effect of CSM on improving work completion. The effect of utilizing CSM on work completion is also investigated in this study, which analyzes the reliance on collaboration amongst employees.

The degree to which activities in the workplace demand employees to interact and coordinate with one another may be used to assess the capacity of employees to interact and coordinate with one another (Pitafi *et al.,* 2020). Job outcomes that are seen as satisfactory are the consequence of a high degree of job interconnectivity in the workplace (Pitafi *et al*., 2018). As a consequence of this job interconnectivity, the effective outcome makes use of CSM to process and interpret information since CSM may provide a more effective communication channel for all members of the team (Razmerita *et al.*, 2016; Welbourne & Sariol, 2017; Ali, Bahadur, Wang, Luqman, & Khan, 2020; Ou & Davison, 2011; Wu, Zhang, Huang, & Yuan, 2021).

This study also contributes to the development of a scientific framework in which the distribution of CSM may have an influence on the quality of work life, as well as the importance placed on the productivity of a productive work team in this respect, among other things. In this study, we develop a research model to explicate the effects of CSM use on employee performance in the workplace through job interconnection (JI). Our hypothesis that CSM adoption is correlated with improved performance in the workplace is supported by both theoretical and empirical evidence. This study aims to investigate and analyze empirical data in order to support the scientific perspective that the usage of CSM is associated with increased work performance as a result of connectivity across occupations. Starting with an introduction to the study topics that have been provided in advance, such as the development and use of CSM in the workplace, the impacts of job interconnection, information technology (IT) skills, and collaboration between employees inside the business, the writing structure of this research begins as illustrated in Figure 1.

Based on the following careful consideration of these points of view and ideas, the research question that must be answered is how CSM, information technology competencies (ITC), and job interconnection (JI) can improve job accomplishments (JA)'s performance? In addition, another question that must be answered is what is the role of JI's mediation in improving JA's performance? In an effort to answer these questions, it is necessary to conduct an in-depth investigation to determine whether work connectivity enables employees to develop specific abilities and techniques for utilizing information received from third parties in the workplace. According to the technique, employees' general creativity and performance are improved as a consequence of their involvement. It is on the basis of previous research that this study is being conducted.

This study is mainly concerned with investigating and analyzing the significance and effect of work interconnections in conveying the effect of using CSM on task completion. This study develops various previous research results (Pitafi, Khan, Khan, & Ren, 2020; Rasheed *et al.*, 2020; Islam *et al.*, 2021; Latif *et al.*, 2021). Accordingly, the research hypotheses that follow a comprehensive theoretical description of this study model are described in the next part of this article. This is followed by a discussion of the research methodology and data analysis, which is covered in more depth in the methodology section. This article finishes with a summary of study findings and outcomes, as well as research directions and academic suggestions, which are all included in the final section.

Usage of Corporate Social Media in the Workplace

Technological developments that lead to Industry 4.0 can allow users to be able to share, manage and develop work-related information and knowledge (Pitafi *et al.*, 2020). All this sophistication can be available in one application. These developments are widely used in the business world for coordination and teamwork to improve company performance. Many companies use social media for their communication network even though they do not build their own social media applications (Pitafi *et al.*, 2020). The benefits of using CSM technology have been recognized by many companies that there is an increase in social relations, trust, and better communication among employees (Rasheed *et al.,* 2020).

In other words, many studies reports that the use of CSM can increase the productivity of its users because it can help them get various kinds of information, collaborate, and communicate more easily (Paik *et al.*, 2017). Some researchers also view that there are also workers who misuse CSM for interests that are not related to work, resulting in futility that makes the use of CSM deviate from its purpose. These different points of view prove the need for further research on the role of CSM in the workplace.

CSM practically allows employees to take advantage of the advantages of this technology in socializing, interacting, and communicating related to work (Islam *et al.*, 2021). Today, it can be seen that the use of CSM technology can help individuals to build stronger social bonds so as to promote more cohesive cooperation.

Many characteristics of CSM technology have been studied by analysts. In terms of identifying interests and hobbies or preferences of individuals, the advantages of CSM can be used to facilitate increased cohesiveness among employees. Utilization of CSM also allows for the recognition of individuals who have special advantages and expertise so that adjustments between workload and employee abilities can be improved. In addition, the use of CSM can also help other colleagues in improving their expertise and skills due to easier access to communication, thus enabling knowledge sharing within the company.

Influence of Corporate Social Media Usage toward Job Accomplishment and Job Interconnection

Previous empirical research conducted in different directions related to CSM revealed that the use of CSM in the workplace could increase the visibility of communication and, as a result can improve the skills and expertise of other colleagues (Ou & Davison, 2011; Pitafi *et al.*, 2020; Islam *et al.*, 2021). Employees connected to social networks can use it to gather a wide variety of important information (Janssen & Yperen, 2004; Cai, Huang, Liu, & Wang, 2018).

Obtaining information through the use of CSM can enhance information-rich connections. This can allow employees to learn from other coworkers even when they are not actively involved (Campion & Medsker, 1993; Viete & Erdsiek, 2020). The knowledge and skills that can be developed through the use of CSM are very useful in overcoming barriers to communication and coordination at work while being able to present important information in a short time. Most studies prove that there is an increase in closer teamwork cohesiveness between employees with one from the use of CSM (Cai *et al.*, 2018; Rasheed *et al.*, 2020).

Because of this, workers are able to carry out their responsibilities in a manner that is more effective as a result of the increased cohesiveness among workers brought about by the implementation of CSM. This is a direct consequence of the fact that CSM was implemented. This is due to the fact that CSM is responsible for increased cohesiveness among the workforce as a whole. Employees are able to carry out their duties in a manner that is not only more productive but also more efficient as a direct result of this. Therefore, based on the results of previous studies, this study proposes hypotheses as follows:

H_1:   CSM usage in the workplace has a significant influence on job accomplishment.

H_2:   CSM usage in the workplace has a significant influence on job interconnection.

Job Interconnection and Job Accomplishment

Many studies have found that there is a less convincing relationship between work team cohesiveness and employee productivity (Viete & Erdsiek, 2020). In certain studies, work coherence and employee productivity have been shown to have a positive relationship, but other studies have shown that work coherence and employee productivity have a negative relationship (Paik *et al.*, 2017; Pitafi *et al.*, 2020).

By expanding the view on the effect of job autonomy on the work productivity of employees through the use of CSM, the anomalies of the research findings can be better understood (Cai *et al.*, 2018). Having the ability to interact is essential when people are assigned duties that are interconnected. The sharing of one another's experiences and information is one method that may be used to achieve this goal.

The results of a number of studies that were conducted in the past (Pitafi *et al.*, 2018; Pitafi *et al.*, 2020; Rasheed *et al.*, 2020; Islam *et al.*, 2021; Latif *et al.*, 2021) suggest that productive collaboration may have a positive link with efficient communication, which, in turn, may promote an increase in the quantity of work that is performed by the company. When there is a strong feeling of unity among the members of a team, the likelihood of the members of that team successfully exchanging information with one another and coordinating their activities is significantly increased.

Employee relationships that allow the exchange of information and increase work effectiveness can be formed with the use of CSM (Islam *et al.*, 2021). Another need for continuous improvement of work effectiveness is to encourage collaboration and knowledge sharing (Pitafi *et al.*, 2020a). Thus, employees can feel more confident in their abilities. It is possible for the overall performance of the organization to be improved by the relationship of task complexity that includes employees with an informal communication style collaborating with other coworkers to exchange information and assist one another (Pitafi *et al.*, 2020b). Therefore, by considering a review of the results of previous studies and various facts, this study also proposes the following hypothesis:

H_3:   Job interconnection is positively associated with job accomplishment.

Influence of Information Technology Competence toward Job Accomplishment and Job Interconnection

Job relatedness has been studied in various studies for a long time. According to the previous research approach, comparable activities involving different levels of job dependence are needed in this study. On the other hand, CSM is considered to be able to help employees to complete work and discuss many tasks that may be unrelated and also offers an integrated technology utilization environment for collaboration and transfer of technical expertise (Pitafi *et al.*, 2020a; Pitafi *et al.*, 2020b; Islam *et al.*, 2021).

Employees certainly need IT competencies which are very important to increase the efficiency of using information (Cai *et al.*, 2018; Rasheed *et al.*, 2020; Islam *et al.*, 2021). Employee competence in utilizing IT tools and applications is referred to as IT Competence (Paik *et al.*, 2017). Competencies in this field focus on understanding hardware and software, as well as a solid understanding of various IT programs and utilizing IT advantages in daily activities. Previous research has shown that employee involvement in completing work requires IT competence.

Employees with high IT competence can collaborate in many places and can exchange information in a short time to meet the requirements for using IT capabilities such as using CSM (Pitafi *et al.*, 2020a; Islam *et al.*, 2021). In reality, today's business world really demands employees to be able to take advantage of the advantages of IT to increase work productivity (Pitafi *et al.*, 2020b; Islam *et al.*, 2021).

This is particularly related to the marketing and financial capabilities of employees, such as knowing how to solve company problems by leveraging the advantages of IT. Without knowledge, skills, collaboration, and assistance from other employees, an employee, when in a related work situation, must of course, be left by his work team because of limited capacity and skills so that he does not have work effectiveness (Viete & Erdsiek, 2020). Employees who have IT Competence may find it easier to develop insight (Ou & Davison, 2011; Paik *et al.*, 2017).

Work-related CSM technology is judged to be very suitable for completing interrelated jobs. This can make CSM an excellent instrument for information exchange. In empirical research as well as previous conceptual research on business processes, it has been proven that effective cooperation, especially the existence of knowledge transfer between employees, has a major impact on job relatedness. IT Competence is also considered to be able to make it easier for employees to complete various kinds of work using various IT applications and devices (Pitafi *et al.*, 2020a; Rasheed *et al.*, 2020; Pitafi *et al.*, 2020b; Islam *et al.*, 2021). In these circumstances, IT Competence is seen as being able to moderate the relationship between the use of CSM and job relatedness. Therefore, this study also proposes the following hypothesis:

H_4: IT competence has a significant influence on job accomplishment.

H_5: IT competence has a significant influence on job interconnection.

Research Methods

The survey method was utilized to investigate the connection between the variables that were examined in this study. This study may thus offer broader findings to further contribute to studies on the performance of employees and on the usage of CSM. This study focuses on employees in Indonesia. This is because professionals and staff in Indonesia utilize CSM as a medium of corporate communication. This study involves Indonesian respondents, who have been considered capable of delivering more intriguing research results in CSM research than in other fields. Indonesia has many different cultures, beliefs, behaviors and traditions. Overall, respondents to this survey are employees who are natives or permanent residents of Indonesia.

The method of collecting data that involves directly submitting it to respondents and encouraging them to fill out questionnaires is called direct submission. Due to the fact that the survey instrument for this research was produced utilizing the results of past studies that were conducted in English, this study translates the survey tool from English into Indonesian. In addition, this research builds a survey instrument based on previous research, with the goal of making it more applicable to the varied ecosystem that exists in Indonesia.

Before visiting the employees, who want to serve as responders, it is critical to ascertain the nature of the workplace and the extent to which CSM is being used. The assessment results that have been assigned to different companies and organizations are followed up with an email or a short text message in order to encourage respondents to respond to the questionnaire. Various companies or organizations use a range of diverse CSM devices, but many of them rely on WhatsApp media and virtual meeting platforms to connect and organize their employees. The analysis of the distribution of CSM in this research refers to the results of Ou and Davison (2011) research as the

basis for developing research instruments. This research uses six indicators to measure the distribution of CSM based on the development of the results of Ou and Davison (2011), including (1) communication with people using CSM, (2) communication with coworkers using CSM, (3) questioning using CSM, (4) answering questions using CSM, (5) file sharing using CSM, and (6) information sharing using CSM.

In an effort to analyze job accomplishments, this research uses the results of Janssen and Yperen's (2004) research as the basis for developing this research instrument. The job accomplishment studied in this research was analyzed based on the employee's specific tasks described in the job description, and as a result, these tasks were assigned, evaluated, and appreciated by the company or organization. This research uses five indicators to measure job accomplishments based on the development of the results of Janssen and Yperen (2004), including (1) job completion, (2) job achievements, (3) job undertaking, (4) job forcefulness, and (5) job quality. Job interconnections analysis in this research uses research instruments from Sharma and Yetton (2003), which is the basis for developing the instrument in this research.

In analyzing the level of cooperation in teamwork, this scale uses the amount required by each employee to exchange information resources with other employees. In analyzing job interconnections, this research developed a research instrument based on the results of research from Campion and Medsker (1993), which measured coordination, collaboration, and knowledge sharing between related departments. This research uses six indicators to measure job accomplishments based on the development of the results of Campion and Medsker (1993) that include (1) independency, (2) need for collaboration, (3) need for information, (4) need for coordination, (5) performance relatedness and (6) information relatedness.

The overall level of IT competence is assessed by referring to the knowledge and skills of employees in the workplace that can help to add value to the technological characteristics of the job. In this case, this research develops a research instrument from the results of research conducted by Bassellier, Benbasat, and Reich (2003) to measure IT competence.

It is possible to analyze an individual's overall IT competency by examining the ability to contribute to the technology aspects of their employment. This research uses five indicators to measure job accomplishments based on the development of the results of Bassellier *et al.* (2003), including (1) technological development knowledge, (2) software knowledge, (3) project management knowledge, (4) information technological knowledge and (5) information technological practices knowledge.

Before the data is analyzed further, it is necessary to know the profile of the respondents in this study consisting of gender, age, education, job level and type of industry.

As shown in Table 1, the respondents of this study were dominated by 65% men with the majority aged 26–25 years. The education level of respondents is dominated by 40% of undergraduate graduates with job level as staff as much as 43%. The majority of respondents work in the finance area as much as 31% and Consumer Good as much as 28%.

Table 1
Respondent's Profiles by Gender, Age, and Education Level

Demogra-phics	Item	Frequency	Percentage
Gender	Man	239	65%
	Woman	128	35%
	<25 years	119	32%
Age	26–35 Years	133	36%
	36–45	62	17%
	46–55 Years	46	13%
	>55 Years	7	2%
	High School	120	33%
Education	Diploma	19	5%
Level	S1	147	40%
	S2	71	40%
	S3	10	3%

As shown in Table 2, the respondents of this study were dominated by 65% men with the majority aged 26–25 years. The education level of respondents is dominated by 40% of undergraduate, with job level as staff as much as 43%.

Tabel 2
Respondent's Profiles by Job Level and Industry Sectors

Demogra-phics	Item	Frequency	Percentage
	Top Management	43	12%
Job Level	Senior Management	42	11%
	Junior Management	126	34
	Staff	156	43%
	Finance	114	31%
Industry	Consumer Goods	103	28%
Sectors	Health Services	23	6%
	Manufacture	47	13%
	Energy	3	1%
	Technology	12	3%
	Others	21	6%

When viewed from the job level and industrial sector as can be seen in Table 3 shows that majority of respondents work in the finance area as much as 31% and consumer good as much as 28%, This means that

the perception of respondents in this study is dominated by employees as staff level in the customer goods industry.

The validity and reliability of the measurement model were tested in this research. All observed variables for reflective structures had outer loadings between 0.55 and 0.95, above the cut-off value of 0.50. Furthermore, their bootstrapped *t-values* were greater than 1.96, and the AVE values for all constructs were more than 0.50, indicating convergent validity (Hair, Black, Babin, & Anderson, 2018; Shiau, Sarstedt, & Hair, 2019; Hair & Sarstedt, 2021). All reflective constructs had CR values of more than 0.70, indicating that they were precisely measured. The bulk of bootstrapped correlation coefficients for the three reflective components have square roots that exceed the AVE criterion by a significant amount.

This finding shows an extremely high level of discriminant validity. PLS was used to validate the given model and assumptions. In the same circumstances, PLS has more statistical power than conventional covariance-based structural equation modeling. The sample size of 367 was larger than the maximum number of route connections that could be targeted at each construct in order to get robust PLS estimates. The composite model's standardized root mean squared residual value of 0.07 was less than the suggested threshold of 0.08. The indices are used to measure the importance of certain routes while testing hypotheses. The indices were calculated using 5.000 bootstrap sampling runs and contained both the β and

t-values. The modified R^2-*value* range of 0.15 to 0.26 was determined to be greater than the recommended 0.10 value.

Results and Discussion

The determination of convergent validity and discriminant validity are the two primary components that make up the multiple measuring approaches. An important feature of the multiple measuring strategy is the examination of the connections that exist between the various constructs and indicators (Hair *et al.*, 2018). Convergent validity is achieved by assessing validity indicators and building reliability and average variation (AVE).

The validity indication is shown from a loading value of more than 0.5 with a *t-value* of more than 2.0 data so that the validity may be evaluated (Shiau *et al.*, 2019). According to the findings of the study, all of the indicators that were utilized in this investigation are able to be regarded as legitimate, given that they satisfy the prerequisites for conducting an evaluation of the validity of the indicators. The findings of this study led the researchers to the conclusion that all of the indicators, with the exception of the Z_1 indicator, have the feasibility of construct measurement as a result of the validity requirements that they satisfy.

Because of this, the Z_1 indicator will not be included in the study model that will be used. The assessment findings may be shown in Table 3.

Table 3
Standardized Loading Factor

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	t-statistics (|O/STDEV|)	p-values
$X_{1.1} \leftarrow X_1$	0.769	0.767	0.035	21.976	0.000
$X_{1.2} \leftarrow X_1$	0.763	0.761	0.047	16.299	0.000
$X_{1.3} \leftarrow X_1$	0.846	0.844	0.023	36.588	0.000
$X_{1.4} \leftarrow X_1$	0.848	0.844	0.030	27.834	0.000
$X_{1.5} \leftarrow X_1$	0.807	0.805	0.031	26.163	0.000
$X_{1.6} \leftarrow X_1$	0.835	0.836	0.026	31.730	0.000
$X_{2.1} \leftarrow X_2$	0.769	0.767	0.047	16.318	0.000
$X_{2.2} \leftarrow X_2$	0.736	0.736	0.047	15.801	0.000
$X_{2.3} \leftarrow X_2$	0.866	0.866	0.020	42.721	0.000
$X2.4 \leftarrow X_2$	0.860	0.859	0.021	41.704	0.000
$X2.5 \leftarrow X_2$	0.863	0.862	0.019	46.235	0.000
$Y_{.1} \leftarrow Y$	0.818	0.818	0.028	29.022	0.000
$Y_{.2} \leftarrow Y$	0.860	0.860	0.022	39.835	0.000
$Y_{.3} \leftarrow Y$	0.708	0.707	0.057	12.347	0.000
$Y_{.4} \leftarrow Y$	0.722	0.720	0.045	15.900	0.000
$Y_{.5} \leftarrow Y$	0.776	0.776	0.027	28.830	0.000
$Z_{.2} \leftarrow Z$	0.717	0.713	0.045	15.878	0.000
$Z_{.3} \leftarrow Z$	0.845	0.843	0.022	38.094	0.000
$Z_{.4} \leftarrow Z$	0.864	0.862	0.022	39.018	0.000
$Z_{.5} \leftarrow Z$	0.809	0.810	0.029	27.959	0.000
$Z_{.6} \leftarrow Z$	0.803	0.804	0.035	23.214	0.000

On the other hand, the significance test results of loading factors using *t-statistics* show that all loading factor values are more than 0.5. The loading factor is the correlation between the indicators and their constructs; thus, the indicators in this study have high validity. Because all loading factors had *t-values* more than 2.0 in Table 1, all indicators in this study exhibit substantial validity.

Convergent validity is assessed by composite output reliability or Cronbach's alpha. Ideal reliability has an AVE of 0.50 and composite reliability of 0.70. Table 3 describe the AVE test and composite reliability findings which is follow Hair and Sarstedt (2021) and Hair *et al.* (2018), show that all constructs in this study are trustworthy, with a composite value of above 0.70 and an AVE value of over 0.50.

Table 4
Overview of Quality Criteria

	Cronbach's Alpha	*rho_A*	*Composite Reliability*	*Average Variance Extracted (AVE)*
X_1	0.898	0.924	0.921	0.659
X_2	0.880	0.899	0.911	0.673
Y	0.839	0.856	0.885	0.607
Z	0.867	0.869	0.904	0.655

Evaluating the value of cross-loadings and comparing the square of the correlation between constructs with AVE values or the correlation between constructs with roots of AVE are two steps of measuring discriminant validity. Indicators that are used to evaluate a construct ought to have a better association with the construct they are evaluating than they do with other constructs. Table 5 shows the cross-loading output values.

Table 5
Discriminant Validity with Cross Loadings

	X_1	X_2	Y	Z
$X_{1.1}$	0.769			
$X_{1.2}$	0.763			
$X_{1.3}$	0.846			
$X_{1.4}$	0.848			
$X_{1.5}$	0.807			
$X_{1.6}$	0.835			
$X_{2.1}$		0.769		
$X_{2.2}$		0.736		
$X_{2.3}$		0.866		
$X_{2.4}$		0.86		
$X_{2.5}$		0.863		
$Y_{.1}$			0.818	
$Y_{.2}$			0.860	
$Y_{.3}$			0.708	
$Y_{.4}$			0.722	
$Y_{.5}$			0.776	
$Z_{.2}$				0.717
$Z_{.3}$				0.845
$Z_{.4}$				0.864
$Z_{.5}$				0.809
$Z_{.6}$				0.803

This study's indicators have high discriminant validity, as shown in Table 6. The correlation that is the strongest reveals values for each variable that are lower than the AVE and have high discriminant validity. After the measurement model is tested, the structural model may be tested. This exam assesses the path connection and R^2.

Table 6
Latent Variable Correlations

	X_1	X_2	Y	Z	AVE	AVE ROOT
X_1	0.812				0.659	0.812
X_2	0.229	0.820			0.673	0.820
Y	0.250	0.340	0.779		0.607	0.779
Z	0.172	0.142	0.337	0.809	0.655	0.809

Furthermore, to find out the results of interconnection between variables in this study can be seen in Table 7.

Table 7 shows the path coefficient assessment findings for structural models, there is a significant effect of the distribution of CSM on jobs interconnection, the distribution of CSM on job accomplishment, IT competence on jobs interconnection, IT competence on jobs accomplishment, and job interconnection on jobs accomplishment.

Meanwhile, to determine the indirect effect between variables in this study can be seen in Table 8 about specific indirect effect.

Table 8 shows that this study reveals that jobs interconnection is proven to have a significant mediating effect on the relationship between the distribution of CSM and jobs accomplishment but is not proven to have a significant mediating effect on the relationship between IT Competence and jobs accomplishment. This research found how CSM impacted job productivity via work-relatedness. In this view, employees' IT skills and collaboration affect workplace results.

Using CSM may increase workplace productivity by boosting work-relatedness, according to this study. This research also examines how IT skills and collaboration affect the relationship between variables. These study's results are vital for employees who can effectively collaborate and share information. In this case, the study includes variables like the effect of collaboration on work relationships and productivity.

This study supports the results of research conducted by Pitafi *et al.* (2020) and Latif *et al.* (2021), which also proves that employee performance can be significantly affected by CSM. In a more specific context, the results of this research can also support the results of research from Rasheed *et al.* (2020), Rasool, Shah, and Islam (2020), Pitafi *et al.* (2020), and

Table 7
Path Coefficient (Mean, STDEV, *t*-values)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	t-statistics (|O/STDEV|)	p-values	Results
$X_1 \rightarrow Y$	0.141	0.143	0.051	2.752	0.006	Accepted
$X_1 \rightarrow Z$	0.148	0.156	0.061	2.43	0.015	Accepted
$X_2 \rightarrow Y$	0.269	0.273	0.048	5.592	0.000	Accepted
$X_2 \rightarrow Z$	0.108	0.109	0.063	1.719	0.086	Accepted
$Z \rightarrow Y$	0.275	0.277	0.05	5.487	0.000	Accepted

Table 8
Specific Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	t-statistics (|O/STDEV|)	p-values	Results
$X_1 \rightarrow Z \rightarrow Y$	0.041	0.043	0.019	2.101	0.036	Accepted
$X_2 \rightarrow Z \rightarrow Y$	0.03	0.03	0.018	1.614	0.107	Rejected

Rakshit, Mondal, Islam, Jasimuddin, and Zhang (2021), which also focuses on the study of the role of CSM in improving business performance.

The results of this research substantiate the link between work collaboration and production. Employees may share information, develop trust, and cooperate to improve working relationships and productivity. To meet the work-relatedness requirements, employees must share information and collaborate.
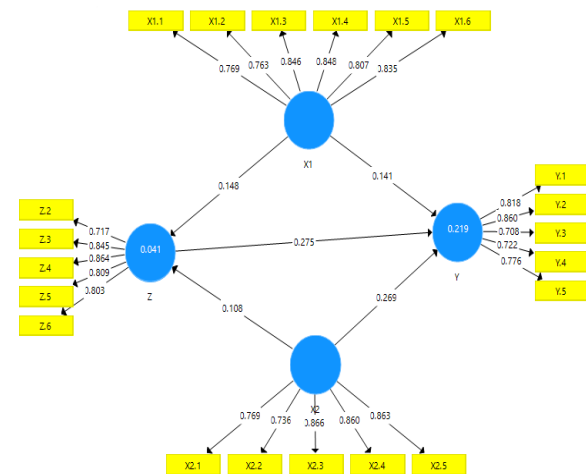

Figure 2. Result of PLS algorithm test

Most studies indicate CSM fosters cooperation so that colleagues' skills and insights are needed. CSM may exchange business data and documents, which enable employees may therefore work better. Tasks, other assignments, and technological expertise are considered beneficial. Occupational research job-related tasks are required. Employees educated in CSM can easily collaborate and exchange information since their job requires an understanding of hardware, software, and other IT applications.

The same goes for a person who lacks knowledge, skills, collaboration, and teamwork. Employees nowadays must utilize IT to improve job productivity. This perspective and findings were also relevant to the results of Pitafi (2018), Pitafi *et al.* (2020), and Islam *et al.* (2021), who also stated that work-related CSM fosters teamwork. Some employees are aware of the advantages of IT, so IT-savvy employees may help with corporate decision-making and teamwork. Employee cooperation, especially information sharing, has a big impact on work-relatedness. Employees may utilize IT applications and devices. Some studies have shown a link between work coherence and productivity.

Contextualizing work autonomy in CSM may assist in explaining the study's discrepancies, as stated by Cai *et al.* (2018), Duman and Akdemir (2021), and Friedman *et al.* (2018). Teamwork may help with communication and task planning. With CSM, companies can be more productive and connected. Similar-job employees should be able to exchange information.

Informal communication enables employees to help one another. Cooperation and communication may improve productivity, and they can improve work performance collaboratively. That findings and views of point are also relevant to the result of Mäntymäki and Riemer (2016), Welbourne and Sariol (2017), and Islam *et al.* (2021), who stated that work division requires great teamwork since job complexity promotes employee cooperation.

Employee collaboration has been linked to greater productivity. Trust and information sharing boost productivity, which promotes cohesion and output. Sharing knowledge improves efficiency, and certain fields need more cooperation. Previous research has shown that CSM increases employee loyalty, performance, and productivity (Paik *et al.,* 2017; Céspedes-Lorente *et al.,* 2019; Li *et al.,* 2020; Viete & Erdsiek, 2020; Duman & Akdemir, 2021).

Businesses view CSM technology as enhancing trust and communication among employees as well as social ties. It is also feasible to identify individuals who have unique advantages and talents, and this makes it possible to match the tasks and the employees better. As communication has improved, CSM may be called upon to help other colleagues become more competent and to aid in the exchange of information within the company. It is an integrated application of technology when a group of stakeholders cooperates together on a shared technological understanding.

That point is very relevant to the findings of Friedman *et al.* (2018), Islam *et al.* (2021), which also mentioned that CSM implementations lead to improved teamwork, unity, and respect for the company and colleagues. A company benefits when employees who are not actively involved are prepared to learn and absorb the experience of colleagues. This research results also support the perspective of Pitafi (2018), Pitafi *et al.* (2020), and Rasheed *et al.* (2020), Islam *et al.* (2021), which explain that employees that are familiar with CSM technology claim that it works well for multitasking. The CSM has the potential to be a useful instrument for the general public in distributing knowledge.

Computers may save time in corporate decision-making and increase team cohesiveness. Team cohesion helps in the collaboration and flow of information while also improving the flow of information. The collaborative exchange of knowledge and assistance amongst colleagues has a beneficial effect on the overall business performance, as also mentioned by Razmerita *et al.* (2016), Mäntymäki and Riemer (2016), Cai *et al.* (2018), Friedman *et al.* (2018), Islam *et al.* (2021), and Duman and Akdemir (2021). Effective communication and cooperation are related to successful collaboration, according to prior research.

Workplace partnerships that make use of CSM participants may result in greater levels of commitment to their jobs, better overall performance, and more productivity. Consequently, additional coworkers may be helped to become more competent, as well as share knowledge of the business. When several stakeholders work together to arrive at a mutual understanding of technology, an integrated application of technology is present. A better company-wide understanding, team cohesiveness, and respect for colleagues result from CSM deployments. This study also reveals that job interconnection does not have a mediating effect on the relationship between IT competences and job accomplishments. This could be due to the industry or workplace of the respondents in this study that does not prioritize IT competences which function to overcome the complexity of the work relationship between divisions or departments within the company. This is relevant to the function of IT competence itself which can overcome the complexity of job relatedness, although IT competence can directly affect job accomplishment.

Conclusion

This research sought to evaluate the effect of CSM on workplace productivity by examining the connection between job accomplishment and a number of variables that play important roles in job accomplishments, such as CSM usage, IT competencies, and job relatedness. From this perspective, the amount of IT knowledge that employees possess and the degree to which they collaborate, both of which have an impact on job accomplishment, are intimately connected.

More collaboration will, over time, encourage the development of trust, communication, and cooperation among employees, eventually leading to improved workplace relationships as well as greater productivity and efficiency, as previously said. Employees' skills and knowledge may grow as a consequence of greater visibility of workplace communication in the workplace. Increased workplace communication may improve employee skills and knowledge. Aside from that, unique features and talents may be identified, allowing for a better fit between vocations and personnel. Employees who work in corporate environments may find that their personal hobbies and inclinations help the general cohesiveness of the company if they are open to the idea and want to learn more about it.

The Implication of the study that through the adoption of CSM, it is feasible to improve total workplace productivity as a consequence of the decision to apply CSM. It has been shown that the availability of information transmission and the collaboration of those who transmit it has a substantial impact on employees' views of their work-relatedness. It is conceivable that sharing information and assisting one another at work will result in an improvement in the overall performance of the company.

Collaboration with colleagues who have similar values may result in greater dedication to one's career, better overall productivity, and improved overall performance, all of which are potential consequences. According to the findings of this study, CSM is a novel tool that provides substantial major benefits that make it seem easy and uncomplicated to use for anybody who is unfamiliar with it.

This research has numerous limitations. In this research does not examine certain industrial sectors that use CSM in improving JA, and this is a limitation

of this study, so it is recommended in future research to examine the differences in the distribution of CSM from each industrial sector group so that the classification of CSM usage can be known. This study involved employees in Indonesia as research respondents to examine the distribution of CSM and IT to improve JA. However, this study does not specialize in employees from one particular industrial sector and examines constructs from the perspective of various industrial sectors, so there is no explanation for this point.

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