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The Role of Management Intervention towards Enterprise Social Network Adoption

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Abstract: Enterprise Social Network (ESN) is an important platform for organizations to communicate, interact, collaborate, and share information. While management intervention is one of the factors that influence employees towards ESN adoption in organizations. Though there are several studies have discussed factors that influence ESN adoption in organization, only few studies have looked into management intervention in specific. Thus, this study aims to examine the level of management intervention towards ESN adoption as well to observe, the relationship between management intervention and ESN adoption. This study used motivation behavior theory to examine this relationship. This study has surveyed 80 respondents from employees in manufacturing industries at Batu Pahat. The sample was collected based on quantitative research method where self-administrated questionnaire and online survey has been applied. The data were analyzed by using Statistical Package for Social Science (SPSS) software to investigate the information of demographic, variables and the relationship between management interventions and ESN intention of adoption. From the analysis, it showed that the level of fulfilment dimension towards ESN adoption has high level. All variables toward intention of adoption show positive significant relationship towards ESN intention of adoption with correlation coefficient of 0.523

Keywords: Enterprise social network, Management intervention, Motivation, Lurker, Poster.

1. Introduction

Many organizations have invested huge amount of money in social media technology such as Enterprise Social Network (ESN) (Ellison *et al.*, 2015). Enterprise Social Network (ESN) is described as a web-based service that allows colleagues to interact through messaging and to inform the entire organization about news using broadcast messages (Yasse *et al.*, 2017). According to Shiau *et al.* (2018), the use of social network excessively could influence the behavior of the user. Therefore, many

organizations are using ESN as their platform to improve interaction with employees. From those issues, there are several efforts been used to encourage the participation of ESN adoption that has been proposed by Adamson (2014) including management intervention.

Management intervention has been most used by several organization to encourage employees' participant in ESN (Yuan *et al.*, 2013). Therefore, management intervention can be used as mechanism to enhance the participant of ESN in organization. Moreover, a study by Pisoni (2013) has suggested using management intervention to enhance more participation in ESN. Even though management interventions give more benefits to ESN, the research on management interventions is still scarce resources (Schneider *et al.*, 2013).

1.1 Research Background

Enterprise Social Network (ESN) used by most organizations as intra organizational software platforms (Giermindl, 2018). With this new platform, employees can communicate and sharing corporate information without causing disruption to other (de Sousa *et al.*, 2015). Besides, ESN also was needed in organization for their employees to increase their productivity. In previous studies, several organizations in Malaysia have implemented ESN to increase their employees' productivity (Yasse *et al.*, 2017). Hence, ESN is able to be efficient platform for knowledge sharing and can increase productivity while replacing the traditional way of using Email for communication (Mäntymäki *et al.*, 2016).

In ESN adoption, communication is important role to a success for the organization. For the better understanding, interaction between the management-employee relations can help in improving the performance of all parties in organization (Chidiebere *et al.*, 2015). There are several studies look into the improvement that help in providing better ESN platforms for Malaysia employees to use (Yasse *et al.*, 2017). Hence, the implementation of ESN in organization would allow their employees to develop their working culture by communicating with each other. There are several factors that influence ESN adoption has been discussed in the past studies. For instance, the previous research by Adamson, (2014) has been proposed the few intervention to help in enhancing user participation in ESN including management intervention. Thus, there are several management interventions dimensions has been discussed in this study to help enhancing ESN users (Alarifi *et al.*,2014). For the example, image, loss of the knowledge power, intrinsic interest, and fulfilment (Kankanhalli *et al.*, 2005).

1.2 Problem Statements

The use of ESN in an organization can improve communication, interaction, and knowledge sharing among employees (Azaizah *et al.*, 2018). Moreover, recent studies by Adamson (2014) have proposed several factors to enhance the user participant in ESN. According to Alarifi *et al.*, (2015) stated that management intervention as mechanism to influence the employees' behavior toward ESN adoption. Management intervention has been most widely used intervention to encourage employees' participant in ESN (All, 2014). Although management intervention capable to promote user's participant in online community, they still could not guarantee that can enhance employees' participant in ESN (Yuan et., 2013). There are very little about outcomes of these intervention in promoting user's online participant. Thus, this has attracted researcher to explore more on this research area. Referring to Alarifi *et al.*, (2015), has explored the variances aspect of management intervention in ESN. There are studies by Matzat and Rooks (2014) found that the online community such as ESN will be failed, if there is no contributor or participants involved in providing content. There are several studies have discussed on management intervention to enhance user participant in ESN. There are very little studies that looked into the dimension of management intervention towards ESN adoption especially in the context of Malaysia (Yasse, 2017). In addition, it is also difficult to find studies that looked into the details of management intervention because the research on management intervention is still scarce. In

order to understand this scenario, this study will examine the relationship between management intervention and ESN intention of adoption in context of Malaysia.

1.3 Research Questions

(i)   What is the level of management intervention towards ESN adoption?
(ii) What is the relationship between management intervention and Enterprise Social Network intention of adoption?

1.4 Research Objectives

(i)   To examine the level of management intervention towards ESN adoption.
(ii) To examine the relationship between management intervention and Enterprise Social Network intention of adoption.

1.5 Research Scope

This study was conducted in manufacturing industries at Batu Pahat and the employees in every level management has been targeted as research respondent. Also, this study using quantitative approach with questionnaire as research instrument. The reason employees as target respondent because they used ESN platform to interact with other employees.

1.6 Significance of the Study

This study is help future researchers to understand the relationship between management intervention and ESN intention of adoption. Besides, this study also helps firms improving their communication, interaction, and sharing knowledge by implementing ESN adoption. Also, this study can be improving the awareness about the allowing overflow sensitive information through public and commercial social media instruments.

2.   Literature Review

2.1 Enterprise Social Network

The popularity of social network platforms such as Facebook, Twitter, and Instagram have made organizations extended the use of ESN for their employees (Alalwan *et al.*, 2017). According to Yasse *et al.* 2017, ESN is described as a web-based service with potential to allow colleagues communicate by messaging and the entire organization to be updated with news using broadcast messages. In addition, the user can use ESN to create a customized profile within a protected internal system that allows them to participate in social online community with other users by exchanging content, videos, and images, interact (Omara, 2016). For the example, large organizations using Yammer, IBM connection, and Microsoft SharePoint to share knowledge. However, this platform is limited only to the employees within the company that enforce it. Thus, it will raise the security requirement needed by many organizations (Musa *et al.*, 2016).

2.2 Management Intervention toward Enterprise Social Network (ESN)

Although, ESN provides many benefits to its users but if no participant contributes in ESN, it will not succeed in achieving the objective (Malinen, 2015). Management intervention plays role as mechanism that influence behavior employees towards ESN adoption in organizations (Alarifi *et al.*, 2015). Management intervention defined as a common communication used by management to promote information about ESN adoption (Alarifi *et al.*, 2015). In previous studies, the issues of the studies will be a lack of participation in online communities and how management intervention capable to

encourage users to participate in the ESN platforms (Malinen, 2015). In this study, the researcher will look into the possible intervention to encourage user's online participation towards ESN adoption. Referring to Kane *et al.* 2014, management intervention is one of the mechanisms to enhance participation of ESN providing content that can be used among employees. However, there is still no evidence that management intervention affects employees' behavior towards ESN adoption.

2.3 ESN in Organization

ESN been used widely in the organization make it possible for companies to create a digital environment in which employees can do the work much easier (Wehner *et al.*, 2017). In addition, recent studies also have shown that the use of ESN in the organization can improve the traditional methods of communication among colleagues and enhance an individual's job performance (Ali-Hassan *et al.*, 2015). Even according to Ortbach *et al.* 2014, a recent industrial survey found that at least one social network was adopted by 72 percent of over 4,200 leading global organizations. Besides, there are four out of five organizations used enterprise social media platform at the stage of maturity of organizational life cycles in 2012 (Beck *et al.*, 2014).

2.4 ESN Adoption

Majority of existing ESN research looked into the participant's behavior (Kügler *et al.*, 2014). For instance, the study by Choi *et al.* (2014) have explored employees' intention towards ESN adoption. According to Kügler *et al.* (2014), there are a set of employees' post acceptance ESN use behavior. The sets of use behaviors were divided by four distinct which is consumptive use, contributive use, hedonic use, and social use. The purpose this four distinct of use behaviors is to enhance employees to consume, contribute, socialize, and entertain themselves (Ortbach *et al.*, 2014). From recent research, there are also different usage behavior which is employees' post-usage behaviors that impact to employees' performance in ESN such as intra-team and inter-team behavior (Kügler *et al.*, 2015). Intra-team behavior is defined as individual use of ESN for shared knowledge, collaboration, and communicate with their team members. While inter-team behavior is referred to communicate with colleagues outside the team (Ali-Hassan *et al.*, 2015).

2.5 Theoretical Background

Few theories have been used to explain the adoption of social media such as motivation behavior theories (Wu & Lu, 2013), Elaboration Likelihood Model (ELM) (Petty *et al.*, 1986), and Social Exchange Theory (SET) (Kelman 1958) and few more. These theories were used to understand the behavioral factor that leads participation contribute to the ESN adoption. Thus, the motivation theories were chosen because it is correlate with this research that examine the relationship between management intervention and ESN intention of adoption.

2.6 Motivation to Share Knowledge

Motivation theories had proposed that individuals always initiate behavior to satisfy the full range of their needs. In public use, motivations are important to individuals' behavior when it comes to social connections (Alarafi *et al.*, 2015). According to Zhang *et al.* (2013), user motivation also can be influenced by several different factors. This is because the changes in behavior can be seen in active participants and passive participants in the online communities (Koh *et al.*, 2007).

(a) Extrinsic and Intrinsic Motivations

Motivation theories that drive users to share information are divided by two major groups which are intrinsic and extrinsic motivations (Wu & Lu, 2013). Extrinsic motivations are improved job performance because it needs to be achieved valuable results that can be perceived by individuals or groups (Chung *et al.*, 2014). While, for intrinsic motivation is the user interact with a system without any reinforcement to perform the task such as self-satisfaction (Cerasoli *et al.*, 2014). In previous

research, extrinsic and intrinsic motivations capable to enhance participation to create content especially in online communities (Beck *et al.*, 2014).

2.7 Model Development: The Relationship between Management Intervention and Enterprise Social Network (ESN) Intention of Adoption

The development of research framework for this study was adopted from motivation theories. The motivation theories are used to examine the participants' behavior for any online community. This study has one dependent variable which is ESN intention of adoption and one independent variable which is management intervention. In addition, there will be further investigate the dimension of management intervention which is image, intrinsic interest, and fulfilment that will be explain in the next section.

(a) Image Dimension

According to Alarifi *et al.* (2015), image is one of the extrinsic benefits that help to influence individuals' behavior. Several studies have shown that image is the importance of the motivation to actively participate in online communities when the participation has enhanced their image (Hung *et al.*, 2015). Furthermore, the image also a significant factor in influencing employees' behavior in posting knowledge in ESN.

(b) Intrinsic Interest Dimension

The intrinsic benefit is one of the powerful motivations that encourage participants actively in online communities. Based on Beaudry *et al.* (2010), the intrinsic benefit has become a significant impact on encouraging system use for online communities. Intrinsic interest is representing as an intrinsic form of motivation and influence in individual behavior (Ali-Hassan *et al.*, 2011). Besides, intrinsic interest is the degree to which members participate for its own fun and pleasure, the activity rather than for any utilitarian reason, pleasure.

2.8 Fulfilment Dimension

In the previous studies, image (extrinsic benefits), loss of knowledge power (extrinsic cost) (Alarifi *et al.*, 2015), and also intrinsic interest (intrinsic benefits) only focusing on encouraging poster, user groups. However, the last motivation included four quadrants of salient motivations which is the intrinsic cost of fulfilment focus on the lurker user group (Alarifi *et al.*, 2015). This type of salient motivation could hinder user participation. It is because the perceived fulfilment is known as the member or user participation that feels fulfilled using ESN through reading only.

2.9 Conceptual Framework
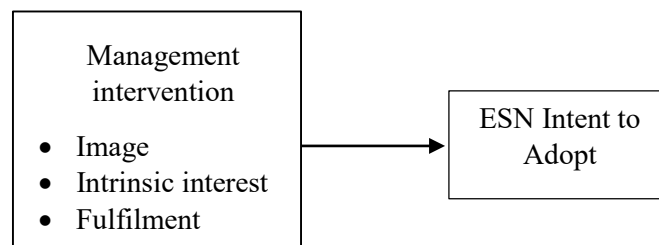
Figure 1: The Conceptual Framework

Referring to Figure 1 shows that conceptual framework is to show the main component that container in this framework which included the independent variable and dependent variable of this study. The dependent variable in this study is ESN adoption and independent variables are management interventions.

2.10   Hypothesis

H_1: There is significant relationship between image towards ESN intention of adoption

H_2: There is a significant relationship between intrinsic interest intervention towards ESN intention of adoption

H_3: There is a significant relationship between fulfilment towards ESN intention of adoption

3.   Research Methodology

3.1 Research Design

In this study, the research design is used is a descriptive research and quantitative approach. Descriptive research is the research that presents a qualitative or quantitative picture of event, activity, and group. The quantitative approach has been used in this study because this method is fast and it can be conducted in a wider range of situations and locations to collect the sample in presenting the population needed in this study. The data were collected by using a questionnaire survey to fulfil the objective of this study.

3.2 Sampling Method

This study will be conducted at manufacturing industries around the Batu Pahat, Johor. The population is the researcher who intends to study or treat the entire group or individuals (Majid, 2018). Based on the sampling schedule of Krejcie & Morgan (1970), the target population was 400 employees which from all level of management. A total number of 196 questionnaire were distributed to all manufacturing industries in Batu Pahat. The respondents are from ESN platforms such as Yammer, LinkedIn, and Facebook. The respondents also held the position in the company such as senior-level, middle-level, operational level, and junior or intern level management.

3.3 Research Instrument

The quantitative method was used, and the instruments used are a questionnaire survey form by a researcher of this research. The questionnaire was divided into three sections which are section A has explained the background of the respondents. While section B asked about management intervention and section C about employees' behavior toward ESN adoption.

3.4 Data Collection

Data collection falls into two categories which are primary data collection and secondary data collection (Douglas, 2015).

3.5 Data Analysis

Data analysis was involved to classify the results of the study and whether the work would fulfil the research goals. The data that was collected from the primary sources will be analyzed by using the concise approach of classification and study of associations.

3.6 Descriptive Analysis

In this study, the researcher will use descriptive analysis to obtain the information of the population from the sample. Moreover, the researcher will be using SPSS software as a statistical analysis method to analyze the data for this study. From the basic result and data information, the study can simplify from the percentage and mean in the research.

3.7 Correlation Analysis

Correlation analysis is used to test the relationship between the variables. In this study, correlation analysis was used to make predictions about the relationship between management intervention towards ESN intention of adoption. The method used by Spearman's Rho correlation coefficient expresses the strength of the relation between the variables.

4. Results and Discussion

4.1 Response Rate

Respondent for this study are employees from manufacturing industries in Batu Pahat. The target population of employees consists of 400 employees. Thus, the sample size of 400 employees is 196 respondents has been chosen to answer the questionnaire based on Krejcie and Morgan (1970). In this study, 196 sets of questionnaires have been distributed to the respondent through online surveys. However, 80 sets of questionnaires only were answered by respondents. As a result, the response rate of the study is 40.8 percent. Table 1 shows the response rate from the questionnaire answered.

Table 1: Questionnaire response rate

Population	Sample size	Questionnaire distributed	Questionnaire received	Percentage (%)
400	196	196	80	40.8%

4.2 Reliability Test

Table 2: The Cronbach's Alpha internal consistency table (Owen, 2015)

No	The Cronbach's Alpha	Internal Consistency
1	$\alpha > 0.9$	Excellent
2	$0.9 > \alpha > 0.8$	Good
3	$0.8 > \alpha > 0.7$	Acceptable
4	$0.7 > \alpha > 0.6$	Questioned
5	$0.6 > \alpha > 0.5$	Poor
6	$0.5 > \alpha$	Unacceptable

Based on Table 2 explained the interpretation of Cronbach's Alpha value. The results of data collection that has been collected from the selected respondents are determined by using Cronbach's Alpha method. Thus, if the Cronbach's Alpha value is closer to 1, it means the data collection has excellent reliability. While, if the Cronbach's Alpha value is lower than 0.5, it means that the data collection is unacceptable.

(a) Pilot Study

Table 3: Cronbach's alpha value for 30 respondents

Factors	Cronbach's Alpha	No. Items
Image	0.811	3
Intrinsic interest	0.886	3
Fulfilment (self-develop)	0.891	3
ESN Intention of Adoption	0.912	3

Table 3 shows the reliability test of variables with Cronbach's Alpha coefficient of 30 respondents from employees in factories around the Batu Pahat. Based on the table above showed that Cronbach's Alpha value for Image (extrinsic benefits) is 0.811, Intrinsic interest (Intrinsic benefits) is 0.886, Fulfilment (Intrinsic cost) is 0.891. Last, Cronbach's Alpha for ESN intention of adoption 0.912. The results above show that Cronbach's Alpha value for the survey is good as the value of each construct is more than 0.7 and researcher can proceed to collect data.

(b) Actual Study

Table 4: Reliability test (Actual study)

Factors	Cronbach's Alpha	N of Items
Image	0.880	3
Intrinsic Interest	0.791	3
Fulfilment (self-develop)	0.828	3
ESN Intention of Adoption	0.823	3

Table 4 shows the result of the reliability test for each factor in this actual study for 80 respondents in all factories at Batu Pahat. Cronbach's Alpha for Image (extrinsic benefits) is 0.895, Intrinsic Interest (Intrinsic benefits) is 0.842, fulfilment (intrinsic benefits) is 0.880 and ESN intention of adoption is 0.843. The result of the reliability test for the actual study in this research shows that the reliability level of the questionnaire is good and valid for each variable.

4.3 Descriptive Analysis (Demographic)

Table 5: Gender of respondent

Gender	Frequency	Percentage (%)	Cumulative Percentage
Male	32	40	40
Female	48	60	100
Total	80	100	

Table 6: Position in company of respondent

Position in Company	Frequency	Percentage	Cumulative Percentage
Senior-level management	1	1.3	1.3
Middle-level management	9	11.3	12.5
Operational-level management	32	40	52.5
Junior or intern-level management	38	47.5	100
Total	80	100	

Table 5 show the number of male respondents a total of 32 respondents while the total number of female respondents is 48 respondents out of 80. Table 6 shows the majority respondents are come from junior or intern-level management which are 38 respondents, and the lowest respondent are come from senior-level management which is 1 respondent only.

4.4 Descriptive Analysis (Variables)

Descriptive analysis is used to examine the characteristics of individual variables. Therefore, the researcher has examined standard deviation and mean for all the variables which are image, intrinsic interest, fulfilment, and ESN intention of adoption. In addition, this analysis is efficient way to differentiate each part in the mean distribution based on Likert-Scale to measure the level of all independent variables and dependent variable. Table 7 shows the guideline for average mean score.

(a) Image

Table 7: Mean and standard deviation analysis for image variable

No	Item Image (IMG)	Mean (M)	Std. Deviation (SD)
1.	I post my views on ESN platform to earn respect from others.	3.61	1.13
2.	I post my views on ESN platform to improve my reputation.	3.72	1.06
3.	I feel my participation in ESN platform improves my status.	3.67	0.92
	Total Average	3.67	

The Table 7 shows the mean or average interpretation scale based on the scale set by previous researcher in the study conducted. The level of agreement is low if the level between 1.00 to 2.33. Besides, if the average mean is categorized as medium if the level between 2.34 to 3.67. lastly, if the average mean is high if the level between 3.68 to 5.00. The table above also shows the mean value. Table 7 shows mean, standard deviation and the level of agreement for each item for image variable. It shows that the value of average mean score is 3.67.

(b) Intrinsic Interest

Table 8: Mean and standard deviation analysis for intrinsic interest variable

No	Item Intrinsic Interest (INT)	Mean (M)	Std. Deviation (SD)
1.	Posting on ESN platform is interesting.	3.62	1.03
2.	It is fun to post on ESN platform.	3.52	1.00
3.	I feel good when sharing my knowledge on ESN platform.	3.75	0.87
	Total Average	3.63	

Table 8 shows the value of mean, standard deviation and the level of agreement for each item for Intrinsic Interest. It shows that the average of mean value is 3.63.

(c) Fulfilment

Table 9: Mean and standard deviation analysis for fulfilment variable

No	Item Fulfilment (FUL)	Mean (M)	Std. Deviation (SD)
1.	For me, just reading/browsing on ESN platform is enough.	4.05	1.07
2.	I am using ESN platform just for reading comments or information posted by other	4.06	0.86

No	Item	Mean	Std. Deviation
3.	people. By reading comments and information posted already satisfy my needs to use ESN platform.	3.90	1.01
	Total Average	4.00	

Table 9 shows that the value of mean, standard deviation, and the level of agreement for each item for fulfilment variables. It represents that the average mean value is 4.00.

(d) ESN Intention of Adoption

Table 10: ESN intention of adoption

No	Item Participant (PAR)	Mean (M)	Std. Deviation (SD)
1.	I enjoy posting on ESN platform.	3.68	1.01
2.	I enjoy commenting on ESN platform.	3.78	1.00
3.	I am using ESN platform to communicate with other people.	3.98	0.90
	Total Average	3.81	

Table 10 shows the value of mean, standard deviation and the level of agreement for each item for ESN intention of adoption. It states that the average mean value is 3.81.

4.5 Normality Test

Normality tests need to conduct before proceeding with the correlation test. The purpose normality test needs perform to determine the distribution of the population (Asghar *et al.*, 2012). If the data assign correctly, the parametric test will conduct by a test related to Pearson. However, a non-parametric test needs to perform, if the data do not assign correctly (Keya *et al.*, 2016). Besides, the normality test analysis will perform efficiently through Kolmogorov-Smirnov and Shapiro-Wilk to determine the distribution of data normality.

Table 11: Normality test analysis

Variables	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Image	.173	80	.000	.907	80	.000
Intrinsic Interest	.141	80	.000	.935	80	.000
Fulfilment	.186	80	.000	.869	80	.000
ESN intention of adoption	.204	80	.000	.915	80	.000

a. Lilliefors Significance Correction

Table 11 shows the normality test for this study. Kolmogorov-Smirnov and Shapiro-Wilk test used for the researcher can observe whether the data were normally distributed or not. For this research, the researcher uses Kolmogorov-Smirnov values because the data analysis has exceeded 50 respondents which is 80 selected respondents. Based on the table above, for all the values of variables, the p value is 0.000 which is <0.005. Thus, this data examined as not normal, and the researcher needs to use the non-parametric test of Spearman's Rho Correlation test to achieve the goal of the study.

4.6 Correlation Analysis

In this study, Spearman rho's correlation will be used to measure the relationship between two variables.

(a) Relationship between Management Interventions and ESN Intention of Adoption

Table 12: Result of correlation analysis

Variable	Intention of Adoption
Image	.593**
Intrinsic Interest	.591**
Fulfilment	.526**

**Correlation is significant at the 0.01 level (2-tailed)

Table 12 show that the spearman correlation results for the relationship between management intervention sub-dimension and ESN intention of adoption. From the table above, the results of image (0.593), intrinsic interest (0.591), and fulfilment (0.526). If the significant value of p<0.05, there is relationship between all variables. Therefore, the correlation coefficient shows that there is relationship between all variables and ESN intention of adoption.

(b) The level of correlation

The result shows all variables which are image with r= 0.593, intrinsic interest with r= 0.591, and fulfilment with r= 0.526 that has significant relationship between ESN intention of adoption which is moderate strength of relationship.

5. Discussion, Recommendation and Conclusion

5.1. Discussion

(a) Research objective 1

Table 13: The management intervention level towards ESN adoption

No.	Management Intervention Level	Average Mean Score	Level
1.	Image	3.67	Medium
2.	Intrinsic Interest	3.63	Medium
3.	Fulfilment	4.00	High

Based on the Table 13, fulfilment dimension is at high mean level. However, image and intrinsic interest is at the medium mean level. The result shows fulfilment is strong factor that influence to the ESN intention of adoption. The perceived fulfilment has influenced the ESN intention of adoption because the content must be a great value, but the respondent might find it too risky to post the content to the online community (Alarifi *et al.*, 2015).

(b) Research objective 2

Table 14: Hypothesis of the relationship between management intervention and ESN intention of adoption

Item	Correlation Coefficient	Level
H_1= There is a significant between image and ESN intention of adoption	0.593	Positive significant relationship
H_2= There is a significant between intrinsic interest and ESN intention of adoption	0.591	Positive significant relationship
H_3= There is a significant between fulfilment and ESN intention of adoption	0.526	Positive significant relationship

Table 14 shows that all variables significant relationship between all variables and ESN intention of adoption. In this study, all the hypothesis is accepted. This finding is consistent with previous research by Kügler *et al.*, (2015) and Wasko *et al.*, (2005) that found all factor have positive significant on participant and motivated users in online community.

5.2 Limitation of Study

There is some limitation that may become barriers to this study. First, the usage of the ESN platform is still not fully introduced in Malaysia. Second, the environmental, organizational, and technological factors do not cover in this study may influence the ESN intention of adoption. Therefore, the answer that provided was limited to the questions that has been prepared.

5.3 Recommendation for Future Research

There are few suggestions and recommendation that future researcher can used to improve this study. First, the future researcher could apply this research all over the countries. It is because of this research capable introduce new social media networks like ESN in every field that employees can implement for their communication and having more secure information than other public networks such as Facebook. Second, future research could explore other factors such as cultural backgrounds, organizational, and technological factors.

5.4 Conclusion

As a conclusion, fulfilment becomes the most important factor of management interventions toward ESN intention of adoption which is in high level of mean. This shows that employees would like to gain the knowledge rather than post the content to the online community because they think it too risky. However, image and intrinsic interest are in medium level of average mean. Moreover, the level of ESN intention of adoption is high level. Furthermore, this study also state that all variables has positive significant relationship towards ESN intention of adoption. Thus, all three objectives that have been stated in this study have been achieved. Hence, this research has contributed some knowledge especially in understanding employees' perceptions and behavior of the ESN adoption.

Acknowledgement

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