

UTICAJ DRUŠTVENIH MREŽA NA RADNOM MESTU MILENIJALACA

Nedeljko Prdić²², Sara Kostić²³

doi: 10.59864/Oditor52403NP

Originalni naučni rad

UDK: 331.101.5

331.101.6-053.81:004.738.5

Apstrakt

Istraživanje se fokusira na uticaj društvenih mreža na radnom mestu milenijalaca. U uvodu, naglašava se značaj komunikacije u savremenom društvu i potreba za novim oblicima poslovne komunikacije. Prikazane su prednosti i nedostaci tradicionalnih sredstava komunikacije, što dovodi do uvođenja društvenih mreža u poslovno okruženje. Istraživanje je sprovedeno anketiranjem 183 milenijalca u periodu od februara do aprila 2023. godine. Za analizu podataka, korišćen je statistički softver SmartPLS 3.0. Rezultati ukazuju na pozitivnu vezu između upotrebe društvenih mreža, deljenja znanja i radnog učinka. Potvrđeno je dve od tri hipoteze. Direktni uticaj društvenih mreža na radni učinak nije potvrđen. U radu se ističe važnost društvenih mreža u procesu transfera znanja u organizacijama, sa zaključkom da one imaju ključnu ulogu u poslovnoj komunikaciji i povećavaju transparentnost i brzinu protoka informacija.

Ključne reči: milenijalci, radno mesto, društvene mreže, komunikacija, tehnologija

JEL:M31, M59

Uvod

Poslovanje u savremenim uslovima u najvećoj meri zavisi od tržišnog okruženja (Prdić, 2017). Komuniciranje između ljudi staro je koliko i samo ljudsko društvo. Komuniciranje se, najpre izučavalo u okrilju filozofije, sociologije i psihologije krajem prošlog veka ona postaje centralna tema mnogih društvenih nauka. Širok spektar tema koje se uzimaju u razmatranje, od mikro do makro-komunikacionih sistema, predstavlja bogatstvo, ali i ograničenja u procesu izučavanja načina komuniciranja.

²² Nedeljko Prdić, PhD, Associate Professor., JKP Tržnica, 4 Žike Popovića broj, SRB-21000 Novi Sad, Serbia, Phone:+381 63 500 818, E-mail: nedeljko.prdic021@gmail.com. ORCID 0000-0003-3199-1188

²³ Sara Kostić, student doktorskih studija, Univerzitet u Novom Sadu, Ekonomski fakultet, 9-11 Segedinski put broj, SRB-24000 Subotica, Serbia, Phone: +381 63572 260, E-mail: sara97kotic@gmail.com, ORCID 0000-0002-5079-1096

Komunikacija određuje pravac u kom se naš život kreće jer bez komuniciranja savremeni čovek kao da i ne postoji. Svoje težište usmerili su prema aktivnoj politici tržišta (Mihajlović et al., 2022). U suštini proces komunikacije se svodi na prikupljanje i emitovanje informacija o stanju i tendencijama u okruženju, konkurenciji, ljudima, tako da je pribavljanje i emitovanje informacija postalo jedna od najbitnijih aktivnosti za ostvarivanje različitih ciljeva. Savremeno poslovanje, nesumnjivo je nametnuo potrebu za novim načinom komunikacije na radnim mestima. Proces stalne komunikacije u timu je jedna od bitnih karakteristika timskog rada (Adžić et al., 2022). Pored pametnih mobilnih telefona, SMS, i e-mejl komunikacije, pojavila se potreba za umrežavanjem na poslu u okviru velikih komunikacionih sistema. Marketing na društvenim mrežama definiše se kao process koji pojedincima omogućava da promoviše svoje veb stranice, proizvode ili usluge (Kostić, 2022).

Digitalne tehnologije menjaju ljudske stavove, posebno kada je u pitanju usvajanje novih načina zadovoljavanja ljudskih potreba (Jovanović et al., 2017). E-mejl komunikacija je sporija u odnosu na telefonske pozive. S druge strane, na poslu često ne možemo da razgovaramo u zavisnosti od prirode posla, pored toga nemamo nikakav trag o dogovoru odnosno razgovoru koji smo vodili sa partnerima, kolegama. U prilog ovim manjkavostima, kako telefonske, tako i e-mejl komunikacije ide to da ne znamo kako sagovornik izgleda. Te ukoliko se prvi put obraćamo putem mejl komunikacije obraćamo se sa „poštovani“, jer obično ne znamo ko je naš sagovornik. Telefonska komunikacija sa nepoznatom osobom ume da bude neprijatna i frustrirajuća za obe strane. Sve ove manjkavosti dovele su do toga da se u organizacijama počne primenjivati novi vid komunikacije. To je komunikacija putem društvenih mreža.

Napredak informaciono-komunikacionih tehnologija značajno je uticao da proces razmjene roba od proizvođača do korisnika postane jednostavniji i brži (Babić et al., 2023). Internet marketing kao savremeno sredstvo komunikacije koristi se za promociju radi ostvarivanja profita ili drugih ciljeva na tržištu (Prdić & Kostić, 2021). Zdrava komunikacija na poslu jednako je važna koliko i komunikacija sa prijateljima i porodicom. Prema teorijskim stavovima često su podeljena mišljenja oko osnovnog cilja korporativnog preduzeća (Mihajlović, 2016). Svrha globalizacije je kreiranje slobodnog protoka robe, ljudi, kapitala i ideja (Vladisavljević, 2022). Usled globalizacije i otvaranja različitih privreda, dolazi do pojave globalnih, multinacionalnih kompanija. Uspeh se postiže ako postoje potrebe za postojanjem nekog privrednog subjekta (Prdić, 2023). Inovacioni i komunikacijski procesi su nesporno jedan od najvažnijih elemenata za održavanje konkurentске prednosti (Prdić & Kostić, 2022). Slična je situacija je i u malim i srednjim preduzećima, gde postoji potreba za transparentnim, brzim i profesionalnim vidom komuniciranja. Društvene mreže, odnosno aplikacije za komunikaciju na poslu rešile su problem grešaka koje su se događale u

komunikaciji između zaposlenih, ubrzale su, olakšale i povećale transparentnost komunikacije u organizacijama.

U digitalnim uslovima poslovanja jedan od bitnih faktora je koncept digitalne pismenosti (Kostić, 2022). „Prvo nacionalno istraživanje o poslovnom korišćenju društvenih mreža u Srbiji pokazalo je da kompanije prvenstveno koriste društvene medije za bržu i jednostavniju komunikaciju sa kupcima (57%) i radi povećanja vidljivosti i boljeg pozicioniranja firme, proizvoda ili usluga (48%). Trećina kompanija koristi društvene mreže za pronalaženje novih poslovnih partnera, klijenata i kupaca, a sve češće i za povećanje prodaje i zbog povoljnih mogućnosti oglašavanja.“ (Marketing mreža, 2023).

Prema istraživanju kompanije Kaspersky postoji nekoliko veb aplikacija kojima zaposleni u preduzećima najčešće pristupaju dok rade. To uključuje YouTube, Facebook, Google servise i WhatsApp (Personalmag, 2023). U Internet blogovima, kao saveti za bolju komunikaciju na poslu često se spominju aplikacije kao što su: HipChat, Slack, Skype, Google Hangouts, Teams i drugi (Netokracija, 2023), ali i Instagram, Facebook, Viber i drugih. Zbog sve učestalije i popularnije upotrebe društvenih mreža na poslu. Ovo istraživanje proučava uticaje društvenih mreža na radnom mestu u Republici Srbiji.

Pregled literature

Često se u literaturi poistovećuju termini društvene mreže i umrežavanje. Društvene mreže su veb-aplikacije koje omogućavaju pojedincima odnosno korisnicima da dele međusobno sadržaj u jednom povezanom sistemu (Boyd & Ellison, 2007). Kako se Internet razvijao, paralelno sa njim razvijale su se i društvene mreže i postale su širi pojam od samog „umrežavanja“. Autori definišu društvene mreže kao „internet aplikacije zasnovane na Veb 2.0 koje nude opcije sarađivanja i deljenja informacije na mreži.“ (Kaplan & Haenlein, 2010). Upravo je internet omogućio kreiranje aplikacija za prenošenje znanja. Međusobno komuniciranje i razmenjivanje informacija podstiče prenošenje znanja u organizaciji (Choi et al., 2014). U ranijim istraživanjima autori su definisali prenošenje znanja kao „proces razmene znanja između pružalaca znanja i primalaca znanja.“ (Kim et al., 2011). Društvene mreže omogućavaju olakšano deljenje informacija i razmenu ideja u virtuelnom okruženju (Suebsom, 2015). „Društvene mreže su platforme zasnovana na vebu koja omogućavaju zaposlenima (korisnicima) da saopštavaju poruke određenim saradnicima ili emituju poruke svima u organizaciji, uključujući međusobno deljenje datoteka sa informacijama sa bilo kim, i u bilo kom trenutku, unutar njihove organizacije.“ (Leonardi, Huysman, & Steinfield, 2013). Autori koji su u svojim radovima istraživali društvene mreže navode da postoji širok spektar različitih društvenih mreža kao što su mikro blogovi, blogovi, zajednice sadržaja, sajtovi za umrežavanje, virtuelne igre i različiti virtuelni društveni svetovi (Kaplan, 2012;

Kietzmann, Hermkens, McCarthy, & Silvestre, 2011). U ranijim istraživanjima društvene mreže su posmatrane kao deo organizacione kulture za postizanje maksimalnog učinka zaposlenih i kompanije (Shaqiri, 2015; Baloh & Trkman, 2003; Anderson, 2012; Cao, Guo, Vogel, & Zhang, 2016; Trainor, Andzulis, Rapp, & Agnihotr, 2013). Društveni mreže su interaktivne, svoju primenu nalaze u oblasti upravljanja transferom znanja, takođe se mogu koristiti kao komunikacioni alat gde se zaposleni unutar organizacije mogu uključiti u deljenje znanja (Jones, 2009). Istraživanje uticaja društvenih mreža na zadovoljstvo poslom, pokazalo se da društvene mreže nemaju jak uticaj na radni učinak zaposlenih, ali je taj uticaj svakako značajan i složen (Taboroši et al., 2022). Zaposleni u velikim organizacijama se ne poznaju dobro, profili na komunikacionom kanalu, odnosno društvenim mrežama koje se koriste u firmama olakšavaju započinjanje razgovora i održavanje interakcije između zaposlenih. Ujedno, društvene mreže služe kao sredstvo za rešavanje nedoumica, sticanje informacija i znanja od kolega (Ellison, Steinfield & Lampe, 2011). Autori takođe definišu društvene mreže u organizacijama kao „platforme zasnovane na webu koje omogućavaju radnicima da komuniciraju sa određenim saradnicima ili emituju poruke svima u organizaciji, one eksplicitno ukazuju ili implicitno otkrivaju određene saradnike kao partnere u komunikaciji, u njima se može objavljivati, uređivati i sortirati tekst i datoteke povezane sa njima ili drugima.“ (Leonardi & Meyer, 2015) Sa tim u vezi, mogu se pregledati poruke, linkovi, tekst i datoteke koje je bilo ko drugi saopšti, objavi, uredi i sortira u organizaciji u bilo kom trenutku.“ (Leonardi & Meyer, 2015). Raniji autori utvrdili su da društvene mreže imaju pozitivan i značajan uticaj na prenošenje znanja (Marbun et al., 2020). Na poslu, zaposleni u kolektivu istovremeno stiču, ali i pružaju znanja, ovim se obezbeđuje dvosmerno podsticanje znanja (He and Wei, 2009; Soda et al., 2019). Neformalna komunikacija putem onlajn mreža podstiče deljenje znanja, a efekti se multiplikuju kada su pojedinci članovi više različitih zajednica sa različitim informacijama odnosno bazama znanja (Choi et al., 2014). Komunikacija putem poslovnih društvenih mreža omogućava zaposlenima u organizacijama da rade timski. Takođe omogućava organizacijama da lakše traže i usklađuju postojeće veštine sa strateškim ciljevima (Choi et al., 2014). Ranije istraživanje je pokazalo značaj strategije usmeravanje zaposlenih na korišćenje novih kanala komunikacije gde je komunikacija transparentna, nego edukacija zaposlenih da dele svoje znanje sa kolegama (Leonardi, 2014). Društvene mreže su postale sastavni deo svakodnevnog života, one su značajno promenile način na koji ljudi dele znanje i iskustva (Chang and Chuang, 2011). U naučnoj literaturi istraživano je korišćenje društvenih mreža i interneta na radnom mestu u cilju širenja znanja. Autori su istraživali determinante koje utiču na prenošenje i deljenje znanja putem društvenih mreža, kao i razloge i prepreke u aktivnom učestvovanju zaposlenih u to procesu, u velikim multinacionalnim kompanijama. Razlozi koje su istražili ogledaju se u njihovoj prošlosti, očekivanom ishodu, percipiranoj podršci organizacije, ali i u poverenju (Paroutis & Sale, 2009).

Aplikacije društvenih mreža kao što su Fejsbuk, blogovi i drugi pojačali su želju pojedinaca za znanjem. Na društvenim mrežama pojedinci mogu postići lične, organizacione ciljeve, pružaju povezivanje sa pojedincima bez obzira na geografske granice (Ellison et al, 2015). Pojedini autori dali su neformalni oblik upravljanja znanjem zasnovan da savremenim tehnologijama poput društvenih mreža. Karakteristike ovih komunikacionih kanala ogledaju se u javnom deljenju sadržaja, evaluaciji i „push“ prirodi (Dumbrell & Steele, 2014). Rezultati ranijih autora pokazuju vezu između potrebe za razmenom znanja i njegovog značaja sa jedne strane i uočene korisnosti društvenih mreža za razmenu znanja sa druge strane. Sa tim u vezi ova veza utiče na nameru korišćenja društvenih mreža nakon njihove implementacije kao komunikacionog kanala (Behringer & Sassenberg, 2015). Autori drugog istraživanja, naglašavaju da je potrebo pomeriti tačku gledišta sa mikro i makro nivoa poput pojedinaca ili organizacije, na mezo nivo koji se odnosi na kreiranje i upravljanje kreativnim društvenim mrežama. Društvene mreže služe za širenje mišljenja i informacija sa drugima, ali i kreiranje novog znanja koje dodatno obogaćuje i širi vidike pojedinaca u organizaciji i time podstiče stvaranje novih ideja u organizaciji (Sigalaa & Chalkiti, 2015). Na osnovu prethodnih istraživanja, a posebno oslanjajući se na rad Cao i saradnika (2016) razvijen je model prikazan na Slici 1.

Model je sačinjen od 4 konstrukata: upotrebe društvenih mreža, deljenja znanja i radnog učinka kao zavisne varijable, iskustvo u upotrebi društvenih mreža predstavlja kontrolnu varijablu. U daljem tekstu SM označava upotrebe društvenih mreža; KT deljenje znanja; WP radni učinak, dok ESM iskustvo u upotrebi društvenih mreža.

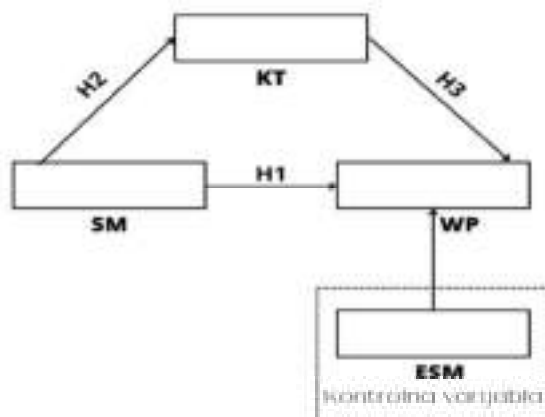
U skladu sa tim modelom postavljeno je tri hipoteze. One glase:

H1: Upotreba društvenih mreža na radnom mestu ima pozitivan uticaj na radni učinak.

H2: Upotreba društvenih mreža na radnom mestu ima pozitivan uticaj na deljenje znanja sa kolegama.

H3: Deljenje znanja sa kolegama ima pozitivan uticaj na radni učinak.

Slika 1. Prikaz istraživačkog modela



Izvor: autor.

Napomena: SM- upotreba društvenih mreža na poslu; KT- deljenje znanja; WP- radni učinak; ESM- Iskustvo na društvenim mrežama.

Metodologija

Početkom februara meseca 2023. godine, sprovedeno je istraživanje sa ciljem analize uticaja društvenih mreža na radnom mestu milenijalaca. Anketiranje je izvršeno u periodu od februara do aprila meseca.

Uzorak je stratifikovan na način da ga čine milenijalci, osobe koje su rođene između 1981. i 1996. godine (Pew Research Centre, 2019). Uzorak čini 183 ispitanika. Instrument za prikupljanje podataka korišćen je strukturisan elektronski anketni upitnik. Prikupljanje ispitanika obavljeno je putem različitih komunikacionih kanala i društvenih mreža. Struktura upitnika prikazana je u Tabeli 1. i 2. Za jednostavno popunjavanje upitnika korišćen je alat Google Forms. Prilikom merenja komponenti upotrebe društvenih mreža, deljenje znanja, radni učinak i kontrolnu varijablu iskustvo na društvenim mrežama korišćene su stavke prikazane u Tabeli 2.

Svaka stavka je ocenjivana na Likertovoj od 1 do 5 gde je 1- u potpunosti se ne slažem, dok je 5- u potpunosti se slažem. Za analizu podataka, koji se odnose na komponente upotreba društvenih mreža, deljenje znanja, radni učinak i iskustvo na društvenim mrežama, prikupljenih putem anketnog upitnika korišćen je statistički softver SmartPLS 3.0. Prilikom testiranja modela korišćene su preporuke više autora (Hair, Sarstedt, Ringle, & Mena, 2011; Grubor i Milićević, 2019). Prilikom analize socio-demografskih karakteristika 41,5% ispitanika čine muškarci, dok 56,5% čine ispitanici lepšeg pola. Prosečna starost ispitanika je nešto viša od 27 i po godina, Više od polovine 55,7% ispitanika ima završen master ili magistarske studije. 76% ispitanika ima radni staž između 1 i 5 godina.

Tabela 1. Opis stratifikovanog uzorka

Pol ispitanika:			
muški		ženski	
41,5%		56,5%	
Obrazovanje:			
srednja škola	fakultet/ visoka škola	master/ magistar	postdiplomske studije
7,7%	36,1%	55,7%	0,5%
Radno iskustvo:			
manje od 1 godine	1-5 godina	6-10 godina	više od 10 godina
4,4%	76%	9,8%	9,8%
Godine starosti:			
srednja vrednost		standardna devijacija	
27,67		2,592	

Izvor: proračun autora.

Tabela 2. Indikatori za merenje konstrukata

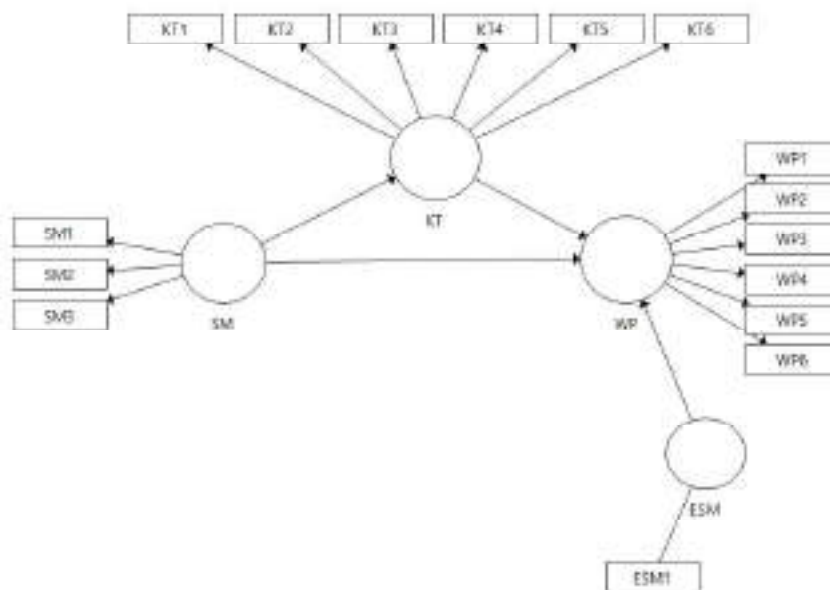
Upotreba društvenih mreža na poslu	SM1	Česta upotreba društvenih mreža za dobijanje informacija i znanja koje je potrebno za obavljanje posla
	SM2	Redovna upotreba društvenih mreža za održavanje i jačanje komunikacije sa kolegama na poslu
	SM3	Učestalost upotrebe društvenih mreža na poslu
Deljenje znanja	KT1	Sticanje teorijskog znanja o različitim tehnologijama od svojih kolega/saradnika putem društvenih mreža
	KT2	Učenje biznis trikove od kolega/saradnika putem društvenih mreža
	KT3	Sticanje teorijskog znanja o menadžerskim tehnikama od kolega/saradnika putem društvenih mreža
	KT4	Sticanje praktičnog znanja o poslu od svojih kolega/saradnika putem društvenih mreža
	KT5	Sticanje praktičnog znanja od kolega/saradnika o korporativnoj kulturi putem društvenih mreža
	KT6	Sticanje praktičnog znanje o menadžerskim tehnikama od kolega/ saradnika putem društvenih mreža.

Radni učinak	WP1	Skoro uvek objavljam svoje zadatke bolje od prihvatljivog nivoa
	WP2	Često radim bolje nego što se od mene očekuje
	WP3	Često ulažem dodatni napor u svom poslu
	WP4	Namerno ulažem mnogo truda u izvršenje svog posla
	WP5	Trudim se da radim što je više moguće
	WP6	Kvalitet mog rada je vrhunski
Iskustvo na društvenim mrežama	ESM	Koliko dugo učiš, deliš mišljenje i znanje putem društvenih mreža

Izvor: Cao et al., (2016);

Strukturalni model kojim su obuhvaćeni pomenuti konstrukti prikazan je na Slici 2. Kako su sve tri komponente upotreba društvenih mreža, deljenje znanja, radni učinak predstavljene kao reflektivni konstrukti izvršena su testiranja putem merenja pouzdanosti indikatora (pokazatelja opterećenja; Outer Loadings). Svaki indikator bi trebalo biti jednak ili veći od 0,7. Testiranje interne konzistentnosti i konvergentne validnosti vrši se merenjem vrednosti kompozitne pouzdanosti (Composite Reliability) za svaki konstrukt, gde bi vrednost trebala biti veća od 0,7. Vrednost izdvojene varijanse (Average Variance Extracted - AVE) za svaki konstrukt bi trebala biti veća od 0,5. Diskriminantna validnosti proverena je putem HTMT (Heterotrait-Monotrait) odnosa korelacija. Analiza multikolinerarnosti testirana je putem faktora inflacije varijanse (engl. Variance Inflation Factor - VIF) za svaki indikator bi trebala da bude manja od 5, ali ne manja od 0,2. Multikolinerarnost je problem koji se javlja kod regresione analize kada postoji visoka korelacija barem jedne nezavisne varijable sa drugim nezavisnim varijablama. (Hair et al., 2011; Grubor i Milićević, 2019).

Slika 2. Prikaz strukturalnog modela latentnih konstrukata



Izvor: autor.

Napomena: SM- upotreba društvenih mreža na poslu; KT- deljenje znanja; WP- radni učinak; ESM- Iskustvo na društvenim mrežama.

Rezultati istraživanja

U skladu sa ranije predstavljenim kriterijumima za procenu rezultata strukturalnih modela, a shodno činjenici da je u istraživanju korišćen strukturalni model latentnih promenljivih, u nastavku će biti testirani konstrukti modela merenjem: pouzdanosti indikatora, interne konzistentnosti, konvergentne validnosti, te diskriminante validnosti latentnih konstrukata kao i analiza multikolinearnosti. Koeficijent determinacije (R-Square) iznosi 0,418.

Tabela 4. Pokazatelji opterećenja (Outer Loadings) strukturalnog modela

Indikator	ESM	KT	SM	WP
ESM1	1			
KT1		0,842		
KT2		0,917		
KT3		0,901		
KT4		0,944		
KT5		0,940		

KT6		0,939		
SM1			0,914	
SM2			0,887	
SM3			0,945	
WP1				0,610
WP2				0,805
WP3				0,839
WP4				0,793
WP5				0,792
WP6				0,808

Izvor: proračun autora.

Napomena: SM- upotreba društvenih mreža na poslu; KT- deljenje znanja; WP- radni učinak; ESM- Iskustvo na društvenim mrežama.

U Tabeli 4 predstavljene su vrednosti (Outer Loadings) pokazatelja opterećenja za komponentne upotrebe društvenih mreža, deljenje znanja, radni učinak i kontrolnu varijablu iskustvo na društvenim mrežama. Pojedini autori (Hair et al., 2011; Grubor i Milićević, 2019) navode da bi pomenuti kriterijum trebalo da bude jednak ili veći od 0,7. Međutim, kod indikatora WP1 njegova vrednost iznosi 0,610. Kriterijum za pouzdanost je snižen na 0,6, to je učinjeno u skladu istraživanjem autora Bagozzi i Yi (1988). Zbog snižavanja kriterijuma pokazatelja opterećenja navedeni indikator je zadržan budući da se za minimalni nivo kriterijuma može koristiti vrednost 0,6. Nakon testiranja pouzdanosti indikatora latentnih konstrukata, sledi testiranje interne konzistentnosti konstrukata pomoću pokazatelja kompozitne pouzdanosti (Composite Reliability), i testiranje konvergentne validnosti konstrukata pomoću pokazatelj prosečne vrednosti izdvojene varijanse (Average Variance Extracted - AVE).

Tabela 5. Merenje interne konzistentnosti i konvergentne validnosti latentnih konstrukata (Construct Reliability and Validity)

Konstrukti	CR	AVE
ESM	1	1
KT	0,968	0,836
SM	0,939	0,838

Konstrukti	CR	AVE
WP	0,901	0,606

Izvor: proračun autora.

Napomena: CR- Composite Reliability; AVE- Average Variance Extracted.

Prema rezultatima prikazanim u tabeli 5, svi konstrukti ispunjavaju kriterijume interne konzistentnosti (CR za svaki konstrukt je veći od 0,7) i konvergentne validnosti (AVE za svaki konstrukt veće od 0,5). Nakon testiranja interne konzistentnosti i konvergentne validnosti konstrukata sledi ispitivanje jedinstvenosti svakog latentnog konstrukta u odnosu na ostale latentne konstrukte u strukturnom modelu putem provere diskriminantne validnosti.

Tabela 6. Merenje diskriminantne validnosti latentnih konstrukata modela (Discriminant Validity) - „HTMT“ kriterijum

Indikator	ESM	KT	SM	WP
ESM				
KT	0,426			
SM	0,556	0,839		
WP	0,391	0,684	0,582	

Izvor: proračun autora.

Napomena: SM- upotreba društvenih mreža na poslu; KT- deljenje znanja; WP- radni učinak; ESM- Iskustvo na društvenim mrežama.

Za tu svrhu primenjen je „HTMT“ kriterijum. Kao što je prikazano u tabeli 6 sve HTMT vrednosti su niže od 0,85 što ukazuje da ne postoji problem diskriminantne validnosti. U Tabeli 7. prikazane su VIF vrednosti. Kako je ona kod sva tri konstrukta manja od 5, može se zaključiti da ne postoji problem multikolinearnosti. U cilju testiranja hipoteza analizirana je statistička značajnost koeficijenata puta („Path Coefficients“) pomoću „Bootstrapping“ postupka. Koeficijenti puta i prateće p- vrednosti su prikazane u sledećoj tabeli. Tabela 8. pokazuje da uticaj društvenih mreža na radni učinak ima koeficijent puta 0,068 što ukazuje na pozitivnu vezu, međutim izračunata p-vrednost ne zadovoljava referentni okvir (0,946) te iz tog razloga hipoteza H1 mora biti odbačena. Uticaj društvenih mreža na radnom mestu ima pozitivnu vezu sa deljenjem znanja, koeficijent puta je 19,247. Sa tim u vezi p-vrednost zadovoljava referentni okvir, dakle hipoteza H2 se prihvata. Uticaj deljenja znanja na radni učinak beleži koeficijent puta 4,813 što ukazuje na pozitivnu vezu, takođe p-vrednost se kreće u referentnom okviru, te se hipoteza H3 prihvata.

Tabela 7. Merenje faktora inflacije varijanse (Variance Inflation Factor - VIF)

Konstrukti	ESM	KT	SM	WP
ESM				1,381
KT				2,606
SM				2,969
WP				

Izvor: proračun autora.

Napomena: SM- upotreba društvenih mreža na poslu; KT- deljenje znanja; WP- radni učinak; ESM- Iskustvo na društvenim mrežama.

Tabela 8. Testiranje hipoteza

Relacije	Koeficijent puta	p-vrednost	Zaključak
SM -> WP	0.068	0,946	H1 odbačena
SM -> KT	19.247	0,000	H2 prihvaćena
KT -> WP	4.813	0,000	H3 prihvaćena

Izvor: proračun autora.

Napomena: SM- upotreba društvenih mreža na poslu; KT- deljenje znanja; WP- radni učinak; ESM- Iskustvo na društvenim mrežama.

Diskusija i zaključna razmatranja

Sprovedenim istraživanjem analiziran je uticaja društvenih mreža na radnom mestu milenijalaca. Posmatranjem značajnosti svih konstrukata ustanovljeno je da je upotreba društvenih mreža ima značajnu i jaku vezu sa deljenjem znanja, sa tim u vezi dokazano je da deljenje znanja ima značajan uticaj na radni učinak, što je dokazano i u radu autora koji su ranije istraživali ovu temu (Cao et al, 2016). U istraživanju nije potvrđen direktan uticaj upotrebe društvenih mreža na radni učinak. Što je suprotno očekivanim rezultatima autora. U ranijem istraživanju zaključeno je da postoje određene povoljne karakteristike povezivanja ljudi i fleksibilnog deljenja znanja izvan granica jedne organizacije (Cao et al, 2016). U literature nema mnogo istraživanja koja su obrađivana na ovu temu posebno u Republici Srbiji. Kako su prethodni autori istakli postoje društvene mreže koje nisu direktno povezane sa poslom, ali socialjne karakteristike pomažu zaposlenima da steknu pojedina znanja koja ima mogu biti korisna u poslovnom životu, što na kraju ima uticaj na radni učinak (Cao et al, 2016). Danas zaposleni koriste različite aplikacije koje se temelje na veštačkoj inteligenciji kada

izvršavaju svoje radne zadatke (Benchmark, 2023). Ovaj rad pokazao je da društvene mreže danas, imaju značajno mesto u procesu transfera znanja u organizaciji, ali i van nje. Razlozi za ne potvrđivanje hipoteze H1, može biti da zaposleni u Republici Srbiji, ne smatraju da su aplikacije koje koriste na poslu za komunikaciju i usavršavanje kategorizovane kao društvene mreže. Iz tog razloga ovo predstavlja jedno od većih ograničenja u istraživanju, jer je istraživanje započeto pod pretpostavkom da zaposleni znaju šta su društvene mreže, odnosno komunikacioni kanali koje koriste u organizacijama. Sa tim u vezi, preporuka za naredna istraživanja temelji se na istraživanju konkretnih društvenih mreža koje zaposlenih koriste na random mestu u Republici Srbiji. Sa druge strane, prilikom analize socio-demografski karakteristika, radni staž više od 70% ispitanika nije duži od 5 godina, što implicira da su ispitanici početnici u svom poslu, te da im treba vreme kako bi se navikli na upotrebu društvenih mreža u poslovne svrhe, jer su od starijih generacija slušali drugačije funkcionisanje organizacione kulture, koja se ranije uglavnom temeljila na mail komunikaciji kao primarnoj. Preporuka za naredna istraživanja je analiza konkretnih radnih mesta i upotreba društvenih mreža na njima. Takođe, bilo bi dobro da buduća istraživanja posebnu pažnju obrate na analizu uticaja upotrebe društvenih mreža u javnom sektoru na radni učinak i prilagođavanje drugih generacija upotrebi ovih savremenih poslovnih alata.

Literatura

1. Adžić, Slobodan., Kostić, Radan., Milutinović, Marijana., Savić Tot., Tijana., Jeremić., Dejan., & Stanojević, Slobodan. (2022). "Uloga timskog menadžmenta u savremenim uslovima poslovanja". *Oditor* 8 (1): 62-82. <https://doi.org/10.5937/Oditor2201062A>.
2. Anderson, C. "The impact of social media on lodging performance." *Cornell University School of Hotel Administration* 12, no. 15 (2012): 6-11.
3. Babić, Sađana., Bojanić, Radmila., & Đervida, Ružica. (2023). "Rješavanje konflikata u marketinškim kanalima komunikacije". *Ekonomist* 1(2): 11-20.
4. Baloh, P., & Trkman, P. "Influence of internet and information technology on work and human resource management." In *Informing Science & IT Education Conference*, 498-505. California: Informing Science Institute, 2003.
5. Behringer, N., and K. Sassenberg. "Introducing social media for knowledge management: Determinants of employees' intentions to adopt new tools." *Computers in Human Behavior* 48 (2015): 290-296.
6. Benchmark. 2023. "Kako će veštačka inteligencija uticati na naše poslove." <https://benchmark.rs/vesti/nauka-i-tehnologija/kako-ce-vestacka-inteligencija-uticati-na-nase-poslove/> (dostupno dana: 23.04. 2023.).
7. Boyd, D. M., & N. B. Ellison. "Social network sites: Definition, history, and scholarship." *Journal of Computer-Mediated Communication* 13, no. 1 (2007): 210–230.

8. Cao, X., Guo, X., Vogel, D., & Zhang, X. "Exploring the influence of social media on employee work performance." *Internet Research* 26, no. 2 (2016): 529-545.
9. Chang, H. H., and S. S. Chuang. "Social capital and individual motivations on knowledge sharing: Participant involvement as a moderator." *Information & Management* 48, no. 1 (2011): 9-18.
10. Choi, N., K. Huang, A. Palmer, and L. Horowitz. "Web 2.0 Use and Knowledge Transfer: How Social Media Technologies Can Lead to Organizational Innovation." *The Electronic Journal of Knowledge Management* 12, no. 3 (2014): 176-186. www.ejkm.com.
11. Dumbrell, D., and R. Steele. "Social Media Technologies for Achieving Knowledge Management Amongst Older Adult Communities." *Procedia - Social and Behavioral Sciences* 147 (2014): 229-236.
12. Ellison, N. B., C. Steinfield, & C. Lampe. "Connection strategies: Social capital implications of Facebook-enabled communication practices." *New Media & Society* 13, no. 6 (2011): 873-892.
13. Ellison, N. B., J. L. Gibbs, and M. S. Weber. "The use of enterprise social network sites for knowledge sharing in distributed organizations: The role of organizational affordances." *American Behavioral Scientist* 59, no. 1 (2015): 103-123.
14. He, W., & K.-K. Wei. "What drives continued knowledge sharing? An investigation of knowledge-contribution and -seeking beliefs." *Decision Support Systems* 46, no. 4 (2009): 826-838. doi:10.1016/j.dss.2008.11.007.
15. Jones, M. P. "Collaborative Knowledge Management, Social Networks, and Organizational Learning." [Online]. Available: http://humanfactors.arc.nasa.gov/publications/collab_know_paper.pdf (dostupno dana: 28.05.2023.).
16. Jovanović, Duško., Milenković, Nikola., & Damnjanović, Radovan. (2017). "Ocenjivanje i predviđanje potreba potrošača", *Oditor* 3 (1): 70-79.
17. Kaplan, A. M. "If you love something, let it go mobile: mobile marketing and mobile social." *Business Horizons* 53, no. 1 (2012): 129-139.
18. Kaplan, A. M., and M. Haenlein. "Users of the world, unite! The challenges and opportunities of Social Media." *Business Horizons* 53, no. 1 (2010): 59-68. doi:10.1016/j.bushor.2009.09.003.
19. Kietzmann, J. H., K. Hermkens, I. P. McCarthy, & B. S. Silvestre. "Social media? Get serious! Understanding the functional building blocks of social media." *Business Horizons* 54, no. 3 (2011): 241-251.
20. Kim, J., J. Song, & D. R. Jones. "The cognitive selection framework for knowledge acquisition strategies in virtual communities." *International Journal of Information Management* 31, no. 2 (2011): 111-120. doi:10.1016/j.ijinfomgt.2010.05.011.
21. Kostić, Sara. (2022). "Uticaj logističke vrednosti na satisfakciju potrošača u kontekstu digitalne pismenosti". *Marketing* 53 (4): 264-275

22. Kostić., Sara. (2022). "Istraživanje uticaja marketing ana društvenim mrežama na lojalnost potrošača brendu u Republici Srbiji". *Ekonomist* 1 (1): 55-64.
23. Leonardi, P. M., & S. R. Meyer. "Social Media as Social Lubricant: How Ambient Awareness Eases Knowledge Transfer." *American Behavioral Scientist* 59, no. 1 (2015): 10–34. doi:10.1177/0002764214540509.
24. Leonardi, P. M., M. Huysman, & C. Steinfield. "Enterprise social media: Definition, history, and prospects for the study of social technologies in organizations." *Journal of Computer-Mediated Communication* 19, no. 1 (2013): 1–19.
25. Leonardi, Paul. "Social Media, Knowledge Sharing, and Innovation: Toward a Theory of Communication Visibility." *Information Systems Research* 25 (2014): 796-816. doi:10.1287/isre.2014.0536.
26. Marbun, Dahlena, Azuar Juliandi, and Sulaiman Effendi. "The Effect of Social Media Culture and Knowledge Transfer on Performance." *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences* 3 (2020): 2513-2520. doi:10.33258/birci.v3i3.1234.
27. Marketing mreža. 2023. "Istraživanje iskorišćenosti društvenih mreža domaćim kompanijama." <https://marketingmreza.rs/istrazivanje-iskoriscenosti-drustvenih-mreza-domacim-kompanijama/> (dostupno dana: 22.02.2023.).
28. Mihajlović, Milan. 2016. "Odnos menadžmenta preduzeća i korporativnog upravljanja". *Oditor* 2 (1): 4-10. <https://doi.org/10.5937/>.
29. Mihajlović, Milan., Ilić, Vladimir., & Jeremić, Dejan. (2022). "Socijalno preduzetništvo u uslovima savremene ekonomije. *Akcionarstvo*". 28(1), 45-62.
30. Netokracija. 2023. "Komunikacija, programi, kolege." <https://www.netokracija.rs/komunikacija-programi-kolege-102226> (dostupno dana: 22.02.2023.).
31. Paroutis, S., and Saleh. "Determinants of knowledge sharing using Web 2.0 technologies." *Journal of Knowledge Management* 13, no. 4 (2009): 52-63.
32. Personalmag. 2023. "Društvene mreže - sajber kriminal." <https://www.personalmag.rs/drustvene-mreze-sajber-kriminal/> (dostupno dana: 22.02.2023.).
33. Pew Research Centre. 2019. "Where Millennials End and Generation Z Begins." <https://www.pewresearch.org/short-reads/2019/01/17/where-millennials-end-and-generation-z-begins/> (dostupno dana: 23.04.2023.).
34. Prdić, Nedeljko & Kostić, Sara (2022). "Poslovanje pijaca u kriznim situacijama sa posebnim osvrtom na komunikaciju sa potrošačima i javnošću". *Akcionarstvo* 28 (1): 63-77.
35. Prdić, Nedeljko, & Sara Kostić. 2021. "Integrated Marketing Communications in the Function of Bazaars' Promotion". *Kultura Polisa* 18(45):363-74. <https://doi.org/10.51738/Kpolisa2021.18.2r.5.03>.

36. Prdić, Nedeljko. (2023). "Organizovani događaji u funkciji promocije pijaca". *Ekonomist* 1 (2): 21-30.
37. Prdić., Nedeljko. (2017). "Konkurentska prednost preduzeća na osnovu benčmarking analize poslovanja". *Oditor* 3 (3): 107-117.
38. Shaqiri, A. B. "Impact of information technology and internet in businesses." *Academic Journal of Business, Administration, Law and Social Sciences* 1, no. 1 (2015): 73-79.
39. Sigalaa, M., and K. Chalkiti. "Knowledge management, social media and employee creativity." *International Journal of Hospitality Management* 45 (2015): 44–58.
40. Soda, G., D. Stea, & T. Pedersen. "Network structure, collaborative context, and individual creativity." *Journal of Management* 45, no. 4 (2019): 1739–1765. doi:10.1177/0149206317724509.
41. Suebsom, K. "Measuring knowledge transfer through Facebook of higher education classroom." *International Journal of Information and Education Technology* 5, no. 6 (2015): 437.
42. Taboroši, S., J. Popović, J. Poštin, J. Rajković, N. Berber, & M. Nikolić. "Impact of Using Social Media Networks on Individual Work-Related Outcomes." *Sustainability* 14, no. 13 (2022): 7646. doi:10.3390/su14137646.
43. Trainor, K. J., J. M. Andzulis, A. Rapp, & R. Agnihotr. "Social media technology usage and customer relationship performance: A capabilities-based examination of social CRM." *Journal of Business Research* 67, no. 6 (2013): 1201-1208.
44. Vladislavljević, Radovan. (2022). "Inovativni modeli elektronskog poslovanja". *Ekonomist* 2 (2): 13-23.

Datum prijema (Date received): 12.02.2024.

Izvršena prva korekcija (The first correction was made): 18.03.2024.

Datum prihvatanja (Date accepted): 25.03.2024.

IMPACT OF SOCIAL MEDIA IN THE WORKPLACE AMONG MILLENNIALS

Nedeljko Prdić²⁴, Sara Kostić²⁵

Abstract

The research focuses on the impact of social media in the workplace among millennials. In the introduction, the importance of communication in modern society and the need for new forms of business communication are emphasized. The advantages and disadvantages of traditional means of communication are presented, leading to the integration of social media into the business environment. The study was conducted by surveying 183 millennials from February to April 2023. Statistical software SmartPLS 3.0 was used for data analysis. The results indicate a positive correlation between the use of social media, knowledge sharing, and job performance. Two out of three hypotheses were confirmed, but direct influence of social media on job performance was not confirmed. The paper highlights the importance of social media in the knowledge transfer process within organizations, concluding that they play a crucial role in business communication, enhancing transparency and the speed of information flow.

Keywords: *millennials, workplace, social media, communication, technology*

Introduction

Business in modern conditions largely depends on the market environment (Prdić, 2017). Communication between people is as old as human society itself. Communication was first studied in the auspices of philosophy, sociology and psychology, and at the end of the last century it became the central topic of many social sciences. The wide range of topics that are taken into consideration, from micro to macro-communication systems, represents a wealth, but also limitations in the process of studying the methods of communication.

Communication determines the direction in which our life moves, because without communication, modern man seems to not exist. They have focused their attention on active market policy (Mihajlović et al., 2022). In essence, the communication process boils down to collecting and broadcasting information about the state and trends in the environment, competition, and people, so that obtaining and broadcasting information has become one of the most important

²⁴ Nedeljko Prdić, PhD, Associate Professor., JKP Tržnica, 4 Žike Popovića broj, Novi Sad, Serbia, E-mail: nedeljko.prdic021@gmail.com. ORCID 0000-0003-3199-1188

²⁵ Sara Kostić, PhD student, University of Novi Sad, Faculty of Economics, 9-11 Segedinski put broj, Subotica, Serbia, E-mail: sara97kostic@gmail.com. ORCID 0000-0002-5079-1096

activities for achieving various goals. Modern business has undoubtedly imposed the need for a new way of communication in the workplace. The process of constant communication in a team is one of the essential characteristics of teamwork (Adžić et al., 2022). In addition to smartphones, SMS, and e-mail communication, the need for networking at work within large communication systems has emerged. Social media marketing is defined as a process that allows individuals to promote their websites, products, or services (Kostić, 2022).

Digital technologies are changing human attitudes, especially when it comes to adopting new ways of meeting human needs (Jovanović et al., 2017). E-mail communication is slower than phone calls. On the other hand, at work we often cannot talk depending on the nature of the work, and in addition, we have no trace of the agreement or conversation we had with partners and colleagues. In favor of these shortcomings, both telephone and e-mail communication is that we do not know what the interlocutor looks like. So if we are communicating via e-mail for the first time, we address them with "Dear", because we usually do not know who our interlocutor is. Telephone communication with an unknown person can be unpleasant and frustrating for both parties. All these shortcomings have led to the fact that organizations have begun to apply a new form of communication. This is communication via social networks.

The progress of information and communication technologies has significantly influenced the process of exchanging goods from producers to users to become simpler and faster (Babić et al., 2023). Internet marketing as a modern means of communication is used for promotion in order to achieve profit or other goals in the market (Prdić & Kostić, 2021). Healthy communication at work is just as important as communication with friends and family. According to theoretical positions, opinions are often divided about the basic goal of a corporate enterprise (Mihajlović, 2016). The purpose of globalization is to create a free flow of goods, people, capital and ideas (Vladislavljević, 2022). Due to globalization and the opening of different economies, global, multinational companies have emerged. Success is achieved if there is a need for the existence of a business entity (Prdić, 2023). Innovation and communication processes are undoubtedly one of the most important elements for maintaining a competitive advantage (Prdić & Kostić, 2022). In this regard, a need is created for a new form of communication. The situation is similar in small and medium-sized enterprises, where there is a need for a transparent, fast and professional form of communication. Social networks, or applications for communication at work, have solved the problem of errors that occurred in communication between employees, they have accelerated, facilitated and increased the transparency of communication in organizations.

In digital business conditions, one of the important factors is the concept of digital literacy (Kostić, 2022). „The first national survey on the business use of social networks in Serbia showed that companies primarily use social media for faster

and simpler communication with customers (57%) and to increase visibility and better positioning of the company, products or services (48%). A third of companies use social networks to find new business partners, clients and customers, and increasingly to increase sales and because of favorable advertising opportunities.” (Marketing Network, 2023).

According to research by Kaspersky, there are several web applications that employees in companies most often access while working. These include YouTube, Facebook, Google services and WhatsApp (Personalmag, 2023). In Internet blogs, as tips for better communication at work, applications such as: HipChat, Slack, Skype, Google Hangouts, Teams and others are often mentioned (Netokracija, 2023), but also Instagram, Facebook, Viber and others. Due to the increasingly frequent and popular use of social networks at work. This research studies the impact of social networks in the workplace in the Republic of Serbia.

Literature review

The terms social networks and networking are often used interchangeably in the literature. Social networks are web applications that allow individuals or users to share content with each other in a connected system (Boyd & Ellison, 2007). As the Internet developed, social networks also developed in parallel with it and became a broader concept than "networking". The authors define social networks as "Web 2.0-based Internet applications that offer options for collaboration and sharing information online." (Kaplan & Haenlein, 2010). It was the Internet that enabled the creation of applications for knowledge transfer. Mutual communication and exchange of information encourages knowledge transfer in an organization (Choi et al., 2014). In earlier research, the authors defined knowledge transfer as "the process of knowledge exchange between knowledge providers and knowledge recipients." (Kim et al., 2011). Social networks enable the facilitated sharing of information and the exchange of ideas in a virtual environment (Suebsom, 2015). "Social networks are web-based platforms that allow employees (users) to communicate messages to specific associates or broadcast messages to everyone in the organization, including sharing files with anyone, at any time, within their organization." (Leonardi, Huysman, & Steinfield, 2013). Authors who have researched social networks in their works state that there is a wide range of different social networks such as microblogs, blogs, content communities, networking sites, virtual games, and various virtual social worlds (Kaplan, 2012; Kietzmann, Hermkens, McCarthy, & Silvestre, 2011).

In previous research, social networks have been viewed as part of organizational culture for achieving maximum employee and company performance (Shaqiri, 2015; Baloh & Trkman, 2003; Anderson, 2012; Cao, Guo, Vogel, & Zhang, 2016; Trainor, Andzulis, Rapp, & Agnihotr, 2013). Social networks are interactive, find their application in the field of knowledge transfer management, and can also be

used as a communication tool where employees within the organization can engage in knowledge sharing (Jones, 2009). Research into the impact of social networks on job satisfaction has shown that social networks do not have a strong impact on employee performance, but this impact is certainly significant and complex (Taboroši et al., 2022). Employees in large organizations do not know each other well, profiles on the communication channel, i.e. social networks used in companies, make it easier to start conversations and maintain interaction between employees. At the same time, social networks serve as a means of resolving doubts, acquiring information and knowledge from colleagues (Ellison, Steinfield & Lampe, 2011). The authors also define social networks in organizations as “web-based platforms that allow workers to communicate with specific collaborators or broadcast messages to everyone in the organization, they explicitly indicate or implicitly reveal specific collaborators as communication partners, they can publish, edit and sort text and files related to them or others.” (Leonardi & Meyer, 2015) In this regard, messages, links, text and files that anyone else has communicated, published, edited and sorted in the organization can be viewed at any time.” (Leonardi & Meyer, 2015). Previous authors have found that social networks have a positive and significant impact on knowledge transfer (Marbun et al., 2020). At work, employees in a team simultaneously acquire and impart knowledge, thus providing a two-way knowledge-sharing mechanism (He and Wei, 2009; Soda et al., 2019). Informal communication via online networks encourages knowledge sharing, and the effects are multiplied when individuals are members of multiple communities with different information or knowledge bases (Choi et al., 2014). Communication via business social networks enables employees in organizations to work as a team. It also enables organizations to more easily search for and align existing skills with strategic goals (Choi et al., 2014). Previous research has shown the importance of the strategy of directing employees to use new communication channels where communication is transparent, rather than educating employees to share their knowledge with colleagues (Leonardi, 2014). Social networks have become an integral part of everyday life, they have significantly changed the way people share knowledge and experiences (Chang and Chuang, 2011). The use of social networks and the Internet in the workplace for the purpose of spreading knowledge has been investigated in the scientific literature. The authors investigated the determinants that influence the transfer and sharing of knowledge through social networks, as well as the reasons and obstacles to the active participation of employees in this process, in large multinational companies. The reasons they investigated are reflected in their past, expected outcome, perceived support from the organization, but also in trust (Paroutis & Sale, 2009). Social networking applications such as Facebook, blogs and others have increased individuals' desire for knowledge. On social networks, individuals can achieve personal, organizational goals, provide connections with individuals regardless of geographical boundaries (Ellison et al, 2015). Some authors have provided an

informal form of knowledge management based on modern technologies such as social networks. The characteristics of these communication channels are reflected in the public sharing of content, evaluation and "push" nature (Dumbrell & Steele, 2014). The results of previous authors show the connection between the need for knowledge exchange and its importance on the one hand and the perceived usefulness of social networks for knowledge exchange on the other hand. In this regard, this connection influences the intention to use social networks after their implementation as a communication channel (Behringer & Sassenberg, 2015). The authors of another study emphasize the need to shift the point of view from the micro and macro levels, such as individuals or organizations, to the meso level, which refers to the creation and management of creative social networks. Social networks serve to spread opinions and information with others, but also to create new knowledge that further enriches and broadens the horizons of individuals in the organization and thus encourages the creation of new ideas in the organization (Sigalaa & Chalkiti, 2015). Based on previous research, and in particular relying on the work of Cao et al. (2016), the model shown in Figure 1 was developed.

The model consists of 4 constructs: use of social networks, knowledge sharing and work performance as dependent variables, experience in using social networks is a control variable (Savić et al., 2024). In the following text, SM denotes use of social networks; KT knowledge sharing; WP work performance, while ESM experience in using social networks.

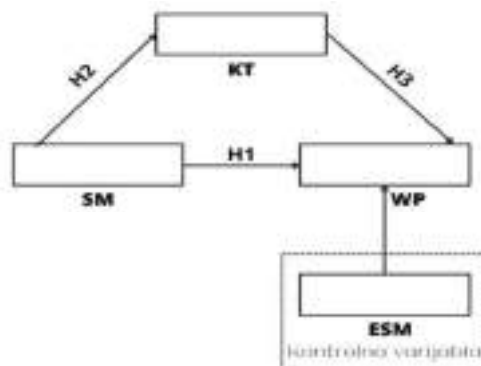
In accordance with this model, three hypotheses were set. They are:

H1: Use of social networks in the workplace has a positive impact on work performance.

H2: Use of social networks in the workplace has a positive impact on sharing knowledge with colleagues.

H3: Sharing knowledge with colleagues has a positive impact on work performance.

Figure 1. Overview of the research model



Source: Prepared by the author

Note: SM- Social Media Use at Work; KT- Knowledge Sharing; WP- Work Performance; ESM- Social Media Experience.

Methodology

In early February 2023, a study was conducted to analyze the impact of social media on the workplace of millennials. The survey was conducted from February to April.

The sample was stratified so that it consisted of millennials, people born between 1981 and 1996 (Pew Research Centre, 2019). The sample consisted of 183 respondents. A structured electronic survey questionnaire was used as the instrument for data collection. Respondents were collected through various communication channels and social networks. The structure of the questionnaire is shown in Tables 1 and 2. The Google Forms tool was used to easily fill out the questionnaire. When measuring the components of social media use, knowledge sharing, work performance and the control variable experience on social networks, the items shown in Table 2 were used.

Each item was rated on a Likert scale from 1 to 5, where 1 is completely disagree, while 5 is completely agree. The SmartPLS 3.0 statistical software was used to analyze data related to the components of social media use, knowledge sharing, work performance, and experience on social media, collected through a survey questionnaire. When testing the model, recommendations from several authors were used (Hair, Sarstedt, Ringle, & Mena, 2011; Grubor and Milićević, 2019). When analyzing socio-demographic characteristics, 41.5% of respondents were men, while 56.5% were women. The average age of respondents was slightly over 27 and a half years, and more than half, 55.7% of respondents, had completed a master's degree or master's degree. 76% of respondents had between 1 and 5 years of work experience.

Table 1. Description of the stratified sample

Sex of respondents:			
Male		Female	
41,5%		56,5%	
Education:			
High school	College/university	Master	Postgraduate studies
7,7%	36,1%	55,7%	0,5%
Work experience:			
Less than 1 year	1-5 years	6-10 years	More than 10 years
4,4%	76%	9,8%	9,8%
Age:			
Mean value		Standard deviation	

27,67	2,592
-------	-------

Source: Author's calculation

Table 2. Indicators for measuring constructs

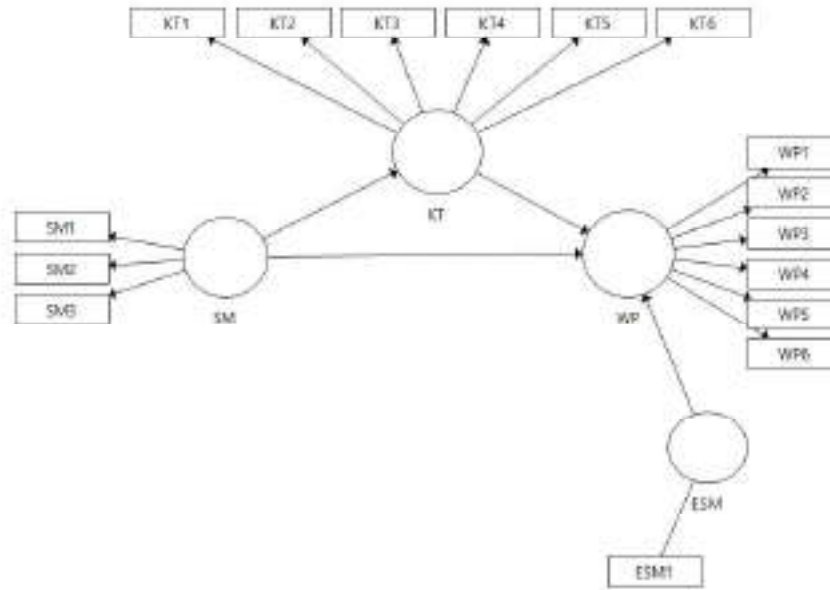
Use of social networks at work	SM1	Frequent use of social networks to obtain information and knowledge needed to perform work
	SM2	Regular use of social networks to maintain and strengthen communication with colleagues at work
	SM3	Frequency of use of social networks at work
Sharing knowledge	KT1	Gaining theoretical knowledge about different technologies from colleagues/associates via social networks
	KT2	Learning business tricks from colleagues/associates via social networks
	KT3	Gaining theoretical knowledge about management techniques from colleagues/associates via social networks
	KT4	Gaining practical knowledge about work from colleagues/associates via social networks
	KT5	Gaining practical knowledge about corporate culture from colleagues/associates via social networks
	KT6	Gaining practical knowledge about management techniques from colleagues/associates via social networks
Work Performance	WP1	I almost always post my assignments better than acceptable
	WP2	I often do better than expected
	WP3	I often put in extra effort in my work
	WP4	I deliberately put in a lot of effort in getting my work done
	WP5	I try to do as much as possible
	WP6	The quality of my work is top-notch
Social Media Experience	ESM	How long have you been learning, sharing opinions and knowledge via social media

Izvor: Cao et al., (2016)

The structural model that includes the aforementioned constructs is shown in Figure 2. Since all three components of social media use, knowledge sharing, and work performance are presented as reflective constructs, testing was performed by measuring the reliability of the indicators (Outer Loadings). Each indicator should be equal to or greater than 0.7. Testing of internal consistency and convergent validity is performed by measuring the value of the composite reliability for each construct, where the value should be greater than 0.7 (Savić & Bonić, 2022). The value of the extracted variance (Average Variance Extracted - AVE) for each construct should be greater than 0.5. Discriminant validity was checked using the HTMT (Heterotrait-Monotrait) correlation ratio. Multicollinearity analysis was tested using the Variance Inflation Factor (VIF) for each indicator, which should

be less than 5, but not less than 0.2. Multicollinearity is a problem that occurs in regression analysis when there is a high correlation of at least one independent variable with other independent variables. (Hair et al., 2011; Grubor and Milićević, 2019).

Figure 2. Presentation of the structural model of latent constructs



Source: Prepared by the author

Note: SM- Social Media Use at Work; KT- Knowledge Sharing; WP- Work Performance; ESM- Social Media Experience.

Research Results

In accordance with the previously presented criteria for evaluating the results of structural models, and due to the fact that the research used a structural model of latent variables, the model constructs will be tested below by measuring: indicator reliability, internal consistency, convergent validity, and discriminant validity of latent constructs, as well as multicollinearity analysis. The coefficient of determination (R-Square) is 0.418.

Table 4. Outer Loadings of the Structural Model

Indicator	ESM	KT	SM	WP
ESM1	1			
KT1		0.842		
KT2		0.917		

KT3		0.901		
KT4		0.944		
KT5		0.940		
KT6		0.939		
SM1			0.914	
SM2			0.887	
SM3			0.945	
WP1				0.610
WP2				0.805
WP3				0.839
WP4				0.793
WP5				0.792
WP6				0.808

Source: Author's calculation

Note: SM- Social Networking at Work; KT- Knowledge Sharing; WP- Work Performance; ESM- Social Networking Experience.

Table 4 presents the values (Outer Loadings) of the loading indicators for the component uses of social networks, knowledge sharing, work performance and the control variable experience on social networks. Some authors (Hair et al., 2011; Grubor and Milićević, 2019) state that the aforementioned criterion should be equal to or greater than 0.7. However, for the WP1 indicator, its value is 0.610. The reliability criterion was lowered to 0.6, this was done in accordance with the research of the authors Bagozzi and Yi (1988). Due to the lowering of the loading indicator criteria, the aforementioned indicator was retained since the value 0.6 can be used for the minimum criterion level. After testing the reliability of the latent construct indicators, the internal consistency of the constructs is tested using the composite reliability indicator (Composite Reliability), and the convergent validity of the constructs is tested using the Average Variance Extracted (AVE) indicator.

Table 5. Measurement of internal consistency and convergent validity of latent constructs (Construct Reliability and Validity)

The construction	CR	AVE
ESM	1	1
KT	0.968	0.836

SM	0.939	0.838
WP	0.901	0.606

Source: Author's calculation

Note: CR- Composite Reliability; AVE- Average Variance Extracted.

According to the results shown in Table 5, all constructs meet the criteria of internal consistency (CR for each construct is greater than 0.7) and convergent validity (AVE for each construct is greater than 0.5). After testing the internal consistency and convergent validity of the constructs, the uniqueness of each latent construct in relation to other latent constructs in the structural model is examined by checking discriminant validity.

Table 6. Measuring discriminant validity of latent constructs of the model (Discriminant Validity) - "HTMT" criterion

Indicator	ESM	KT	SM	WP
ESM				
KT	0.426			
SM	0.556	0.839		
WP	0.391	0.684	0.582	

Source: Author's calculation

Note: SM- use of social networks at work; KT- knowledge sharing; WP- work performance; ESM- Experience on social networks.

For this purpose, the “HTMT” criterion was applied. As shown in Table 6, all HTMT values are lower than 0.85, indicating that there is no problem with discriminant validity. Table 7 shows the VIF values. Since it is less than 5 for all three constructs, it can be concluded that there is no problem with multicollinearity. In order to test the hypotheses, the statistical significance of the path coefficients (“Path Coefficients”) was analyzed using the “Bootstrapping” procedure. The path coefficients and the accompanying p-values are shown in the following table. Table 8 shows that the influence of social networks on work performance has a path coefficient of 0.068, indicating a positive relationship, however, the calculated p-value does not satisfy the reference frame (0.946), and for this reason, hypothesis H1 must be rejected. The influence of social networks in the workplace has a positive relationship with knowledge sharing, the path coefficient is 19.247. In this regard, the p-value satisfies the reference frame, so hypothesis H2 is accepted. The influence of knowledge sharing on work performance records a coefficient of 4.813, which indicates a positive relationship, also the p-value moves within the reference frame, so hypothesis H3 is accepted.

Table 7. Variance Inflation Factor (VIF) measurement

The construction	ESM	KT	SM	WP
ESM				1.381
KT				2.606
SM				2.969
WP				

Source: Author's calculation

Note:SM- use of social networks at work; KT- knowledge sharing; WP- work performance; ESM- Experience on social networks.

Table 8. Hypothesis testing

Relationships	Path coefficient	n-value	Conclusion
SM -> WP	0.068	0.946	H1 reiected
SM -> KT	19.247	0.000	H2 accented
KT -> WP	4.813	0.000	H3 accented

Source: Author's calculation

Note:SM- use of social networks at work; KT- knowledge sharing; WP- work performance; ESM- Experience on social networks.

Discussion and concluding remarks

The conducted research analyzed the impact of social networks in the workplace of millennials. By observing the significance of all constructs, it was established that the use of social networks has a significant and strong relationship with knowledge sharing, in this regard it was proven that knowledge sharing has a significant impact on work performance, which was also proven in the work of authors who previously researched this topic (Cao et al, 2016). The research did not confirm the direct impact of the use of social networks on work performance. Which is contrary to the expected results of the authors. In the previous research, it was concluded that there are certain favorable characteristics of connecting people and flexible knowledge sharing beyond the boundaries of an organization (Cao et al, 2016). There is not much research in the literature that has addressed this topic, especially in the Republic of Serbia. As previous authors have pointed out, there are social networks that are not directly related to work, but social characteristics help employees to acquire certain knowledge that can be useful in business life, which ultimately has an impact on work performance (Cao et al, 2016). Today, employees use various applications based on artificial intelligence when performing their work tasks (Benchmark, 2023). This paper has shown that

social networks today have an important place in the process of knowledge transfer within the organization, but also outside it. The reasons for not confirming hypothesis H1 may be that employees in the Republic of Serbia do not consider that the applications they use at work for communication and development are categorized as social networks. For this reason, this represents one of the major limitations of the research, because the research was started under the assumption that employees know what social networks are, that is, the communication channels they use in organizations. In this regard, the recommendation for further research is based on research into specific social networks that employees use at work in the Republic of Serbia. On the other hand, when analyzing socio-demographic characteristics, the work experience of more than 70% of respondents is no longer than 5 years, which implies that the respondents are beginners in their jobs, and that they need time to get used to the use of social networks for business purposes, because they heard from older generations about the different functioning of organizational culture, which was previously mainly based on email communication as the primary one. A recommendation for future research is the analysis of specific workplaces and the use of social networks in them. It would also be good for future research to pay special attention to the analysis of the impact of the use of social networks in the public sector on work performance and the adaptation of other generations to the use of these modern business tools.

References

1. Adžić, S., Kostić, R., Milutinović, M., Savić Tot, T., Jeremić, D. & Stanojević, S. (2022). Uloga timskog menadžmenta u savremenim uslovima poslovanja. *Oditor*, 8 (1), 62-82. <https://doi.org/10.5937/Oditor.2201062A>
2. Anderson, C. (2012). The impact of social media on lodging performance. *Cornell University School of Hotel Administration* 12, 15, 6-11.
3. Babić, S., Bojanić, R. & Đervida, R. (2023). Rješavanje konflikata u marketinškim kanalima komunikacije. *Ekonomist*, 1(2), 11-20.
4. Baloh, P. & Trkman, P. (2003). Influence of internet and information technology on work and human resource management. In *Informing Science & IT Education Conference*, 498-505.
5. Behringer, N. & Sassenberg, K. (2015). Introducing social media for knowledge management: Determinants of employees' intentions to adopt new tools. *Computers in Human Behavior*, 48, 290-296.
6. Benchmark. (2023). Kako će veštačka inteligencija uticati na naše poslove. <https://benchmark.rs/vesti/nauka-i-tehnologija/kako-ce-vestacka-inteligencija-uticati-na-nase-poslove/>
7. Boyd, D. M. & Ellison, N. B. (2007). Social network sites: Definition, history, and scholarship. *Journal of Computer-Mediated Communication* 13, 1, 210-230.

8. Cao, X., Guo, X., Vogel, D. & Zhang, X. (2016). Exploring the influence of social media on employee work performance. *Internet Research* 26, 2, 529-545.
9. Chang, H. H. & Chuang, S. S. (2011). Social capital and individual motivations on knowledge sharing: Participant involvement as a moderator. *Information & Management* 48, 1, 9-18.
10. Choi, N., Huang, K., Palmer, A. & Horowitz, L. (2014). Web 2.0 Use and Knowledge Transfer: How Social Media Technologies Can Lead to Organizational Innovation. *The Electronic Journal of Knowledge Management* 12, 3, 176-186.
11. Dumbrell, D. & Steele, R. (2014). Social Media Technologies for Achieving Knowledge Management Amongst Older Adult Communities. *Procedia - Social and Behavioral Sciences*, 147, 229-236.
12. Ellison, N. B., Steinfield, C. & Lampe, C. (2011). Connection strategies: Social capital implications of Facebook-enabled communication practices. *New Media & Society* 13, 6, 873–892.
13. Ellison, N. B., Gibbs, J. L. & Weber, M. S. (2015). The use of enterprise social network sites for knowledge sharing in distributed organizations: The role of organizational affordances. *American Behavioral Scientist* 59, 1, 103-123.
14. He, W. & Wei, K. K. (2009). What drives continued knowledge sharing? An investigation of knowledge-contribution and -seeking beliefs." *Decision Support Systems* 46, 4, 826–838. <https://doi.org/10.1016/j.dss.2008.11.007>
15. Jones, M. P. (2023). Collaborative Knowledge Management, Social Networks, and Organizational Learning [Online]. http://human-factors.arc.nasa.gov/publications/collab_know_paper.pdf
16. Jovanović, D., Milenković, N. & Damjanović, R. (2017). Ocenjivanje i predviđanje potreba potrošača, *Oditor* 3 (1), 70-79.
17. Kaplan, A. M. (2012). If you love something, let it go mobile: mobile marketing and mobile social. *Business Horizons* 53, 1, 129-139.
18. Kaplan, A. M. & Haenlein, M. (2010). Users of the world, unite! The challenges and opportunities of Social Media. *Business Horizons* 53, 1, 59-68. <https://doi.org/10.1016/j.bushor.2009.09.003>
19. Kietzmann, J. H., Hermkens, K., McCarthy, I. P. & Silvestre, B. S. (2011). Social media? Get serious! Understanding the functional building blocks of social media. *Business Horizons* 54, 3, 241–251.
20. Kim, J., Song, J. & Jones, D. R. (2011). The cognitive selection framework for knowledge acquisition strategies in virtual communities. *International Journal of Information Management* 31, 2, 111–120. <https://doi.org/10.1016/j.ijinfomgt.2010.05.011>
21. Kostić, S. (2022). Uticaj logističke vrednosti na satisfakciju potrošača u kontekstu digitalne pismenosti. *Marketing*, 53 (4), 264-275.

22. Kostić, S. (2022). Istraživanje uticaja marketinga na društvenim mrežama na lojalnost potrošača brendu u Republici Srbiji. *Ekonomist*, 1 (1), 55-64.
23. Leonardi, P. M. & Meyer, S. R. (2015). Social Media as Social Lubricant: How Ambient Awareness Eases Knowledge Transfer. *American Behavioral Scientist* 59, 1, 10–34. <https://doi.org/10.1177/0002764214540509>
24. Leonardi, P. M., Huysman, M. & Steinfield, C. (2013). Enterprise social media: Definition, history, and prospects for the study of social technologies in organizations. *Journal of Computer-Mediated Communication* 19, 1, 1–19.
25. Leonardi, P. (2014). Social Media, Knowledge Sharing, and Innovation: Toward a Theory of Communication Visibility. *Information Systems Research* 25, 796-816. <https://doi.org/10.1287/isre.2014.0536>
26. Marbun, D., Azuar, J. & Sulaiman, E. (2020). The Effect of Social Media Culture and Knowledge Transfer on Performance. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences* 3, 2513-2520. <https://doi.org/10.33258/birci.v3i3.1234>
27. Marketing mreža. (2023). Istraživanje iskorišćenosti društvenih mreža domaćim kompanijama. <https://marketingmreza.rs/istrazivanje-iskorisce-nosti-drustvenih-mreza-domacim-kompanijama/>
28. Mihajlović, M. (2016). Odnos menadžmenta preduzeća i korporativnog upravljanja. *Oditor*, 2 (1), 4-10. <https://doi.org/10.5937/>
29. Mihajlović, M., Ilić, V. & Jeremić, D. (2022). Socijalno preduzetništvo u uslovima savremene ekonomije. *Akcionarstvo*, 28(1), 45-62.
30. Netokracija. (2023). Komunikacija, programi, kolege. <https://www.netokracija.rs/komunikacija-programi-kolege-102226>
31. Paroutis, S. & Saleh. (2009). Determinants of knowledge sharing using Web 2.0 technologies. *Journal of Knowledge Management* 13, 4, 52-63.
32. Personalmag. (2023). Društvene mreže - sajber kriminal. <https://www.personalmag.rs/drustvene-mreze-sajber-kriminal/>
33. Pew Research Centre. (2019). Where Millennials End and Generation Z Begins. <https://www.pewresearch.org/short-reads/2019/01/17/where-millennials-end-and-generation-z-begins/>
34. Prdić, N. & Kostić, S. (2022). Poslovanje pijaca u kriznim situacijama sa posebnim osvrtom na komunikaciju sa potrošačima i javnošću. *Akcionarstvo*, 28 (1), 63-77.
35. Prdić, N. & Kostić, S. (2021). Integrated Marketing Communications in the Function of Bazaars' Promotion. *Kultura Polisa*, 18(45), 363-374. <https://doi.org/10.51738/Kpolisa2021.18.2r.5.03>
36. Prdić, N. (2023). Organizovani događaji u funkciji promocije pijaca. *Ekonomist*, 1 (2), 21-30.
37. Prdić, N. (2017). Konkurentska prednost preduzeća na osnovu benčmarking analize poslovanja. *Oditor*, 3 (3), 107-117.
38. Savić, A. & Bonić, Lj. (2022). Analysis of the impact of reporting on environmental performance indicator on the profitability of European

- companies, *Facta Universitatis – Economics and Organization*, 19 (3), 167-182. <https://doi.org/10.22190/FUEO220529013S>
39. Savić, A, Mihajlović, M., & Ristić, D. (2024). Menadžerski aspekti egzistiranja preduzeća na savremenom tržištu, *Ekonomski izazovi*, 13 (26), 15-24. <https://doi.org/10.5937/EkoIzazov2426015S>
40. Shaqiri, A. B. (2015). Impact of information technology and internet in businesses. *Academic Journal of Business, Administration, Law and Social Sciences* 1, 1, 73-79.
41. Sigalaa, M. & Chalkiti, K. (2015). Knowledge management, social media and employee creativity. *International Journal of Hospitality Management*, 45, 44–58.
42. Soda, G., Stea, D. & Pedersen, T. (2019). Network structure, collaborative context, and individual creativity. *Journal of Management* 45, 4, 1739–1765. <https://doi.org/10.1177/0149206317724509>
43. Suebsom, K. (2015). Measuring knowledge transfer through Facebook of higher education classroom. *International Journal of Information and Education Technology* 5, 6, 437.
44. Taboroši, S., Popović, J., Poštin, J., Rajković, J., Berber, N. & Nikolić, M. (2022). Impact of Using Social Media Networks on Individual Work-Related Outcomes. *Sustainability* 14, 13, 7646. <https://doi.org/10.3390/su14137646>
45. Trainor, K. J., Andzulis, J. M., Rapp, A. & Agnihotr, R. (2013). Social media technology usage and customer relationship performance: A capabilities-based examination of social CRM. *Journal of Business Research* 67, 6, 1201-1208.
46. Vladislavljević, R. (2022). Inovativni modeli elektronskog poslovanja. *Ekonomist*, 2 (2), 13-23.