

RGC Ref. No.: <u>UGC/FDS15/B01/16</u> (please insert ref. above)
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**RESEARCH GRANTS COUNCIL
COMPETITIVE RESEARCH FUNDING SCHEMES FOR
THE LOCAL SELF-FINANCING DEGREE SECTOR**

FACULTY DEVELOPMENT SCHEME (FDS)

Completion Report
(for completed projects only)

<p><u>Submission Deadlines:</u></p> <ol style="list-style-type: none"> 1. Auditor's report with unspent balance, if any: within six months of the approved project completion date. 2. Completion report: within 12 months of the approved project completion date.
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Part A: The Project and Investigator(s)

1. Project Title

Is social media a distraction or an enhancement for organisations? A social media and team creativity model (SMTCM)

2. Investigator(s) and Academic Department(s) / Unit(s) Involved

Research Team	Name / Post	Unit / Department / Institution
Principal Investigator	CUI Xiling/ Assistant Professor	Department of Business Administration/ Hong Kong Shue Yan University
Co-Investigator(s)	LIU Libo/ Lecturer	Faculty of Business and Law/Swinburne University of Technology
Others	N/A	

3. Project Duration

	Original	Revised	Date of RGC / Institution Approval (must be quoted)
Project Start Date	January 1, 2017	N/A	N/A
Project Completion Date	December 31, 2018	April 30, 2019	November 23, 2018
Duration (in month)	24	28	November 23, 2018
Deadline for Submission of Completion Report	December 31, 2019	April 30, 2020	November 23, 2018

Part B: The Final Report

5. Project Objectives

5.1 Objectives as per original application

- 1. We believe that the perceived ubiquity of social media (i.e., its continuity, immediacy, portability and searchability) is important to its usage. We will therefore investigate how this perceived ubiquity affects the social media use of team members in organisations.*
- 2. We will investigate the relationship between team members' social media usage and five group factors. Specifically, social media use in a team can enhance relationship quality factors (i.e., role trust and cohesiveness) and social support factors (i.e., collaboration facilitation, conformity pressure reduction and social loafing prevention).*
- 3. The relationship between the abovementioned social-media-enhanced interpersonal factors and team creativity will also be investigated. We believe team creativity will increase through role trust, cohesiveness, collaboration facilitation, conformity pressure reduction and social loafing prevention.*
- 4. We expect the SMTCM proposed in this study to be confirmed by empirical data collection and analysis, revealing the effects of social media on team creativity.*

5.2 Revised objectives

Date of approval from the RGC: NA

Reasons for the change: NA

NA

1. NA

2. NA

3.NA

5.3 Realisation of the objectives

(Maximum 1 page; please state how and to what extent the project objectives have been achieved; give reasons for under-achievements and outline attempts to overcome problems, if any)

To achieve the 4 project objectives, we first have developed a set of questionnaires to measure all the variables in the model. By the end of 2017, we have finished collecting data from around 300 samples in mainland China and Hong Kong using cross-sectional method. We then have finished the preliminary data analysis on the part of objective 2 and 3.

Then we collected 600 more samples in a time-lagged method in mainland China. We conducted the main study and analyzed the data to confirm the model we proposed about the effects of ubiquity on social media usage of team members, the effect of social media usage on relationship quality and social support factors and then to team creativity. Thus, all the four research objectives have been achieved.

5.4 Summary of objectives addressed to date

Objectives <i>(as per 5.1/5.2 above)</i>	Addressed <i>(please tick)</i>	Percentage Achieved <i>(please estimate)</i>
1. We believe that the perceived ubiquity of social media (i.e., its continuity, immediacy, portability and searchability) is important to its usage. We will therefore investigate how this perceived ubiquity affects the social media use of team members in organisations.	√	100%
2. We will investigate the relationship between team members' social media usage and five group factors. Specifically, social media use in a team can enhance relationship quality factors (i.e., role trust and cohesiveness) and social support factors (i.e., collaboration facilitation, conformity pressure reduction and social loafing prevention).	√	100%
3. The relationship between the abovementioned social-media-enhanced interpersonal factors and team creativity will also be investigated. We believe team creativity will increase through role trust, cohesiveness, collaboration facilitation, conformity pressure reduction and social loafing prevention.	√	100%
4. We expect the SMTCM proposed in this study to be confirmed by empirical data collection and analysis, revealing the effects of social media on team creativity.	√	100%

6. Research Outcome

6.1 Major findings and research outcome

(Maximum 1 page; please make reference to Part C where necessary)

The research outcome of this project includes two conference papers and one journal publication (Please refer to Part C for details). There are some major findings in this study. We found that the ubiquity of social media has significant influence on employees' use of social media. The use of social media among team members can enhance some of the proposed interpersonal factors, which finally increases individual and team performance. Specifically,

- The result of this study confirms that social media usage can enhance trust, including both cognitive trust and affective trust. Both types of the trust have significant effect on team creativity. In addition, our findings showed that cognitive trust positively affects affective trust. (Please refer to the 2nd conference paper in Part C.)
- The results suggest that social media usage among team members improves team members' collaborative behavior, knowledge sharing. Both in-role and extra-role knowledge sharing can be enhanced by the social media usage. (Please refer to the journal publication in Part C.)
- The collaborative behavior, in-role and extra-role knowledge sharing, in turn, can enhance employees' individual job performance. The in-role and extra-role knowledge have partial mediating effects between team social media usage and job performance. (Please refer to the journal publication in Part C.)
- The results also show that team performance norms have a positive main effect on individual job performance, but negatively moderate the relationship between individual extra-role knowledge sharing and job performance. (Please refer to the journal publication in Part C.)

6.2 Potential for further development of the research and the proposed course of action *(Maximum half a page)*

- From this study, we found that social media usage is related to the collaborative behavior, sharing knowledge, especially the extra-role knowledge sharing. We are interested in further examine the collaborative and proactive behavior, including the effect of social media on it and its effects on team creativity. We would like to uncover this mechanism by applying the transactive memory system (TMS) theory.
- In addition, a growing number of companies nowadays have deployed using social media to assist the communication and collaboration, even afterwork, with a purpose to enhance the employees' job performance. We found from this study that social media ubiquity is having some effect on people's usage of social media. We then would like to further examine whether such an effect still exists for employees' overtime using social media, moreover, whether the latter can actually increase the employees' job performance.
- Based on the discussion above, the PI is considering working on a new project for the FDS application in the future.

7. Layman's Summary

(Describe in layman's language the nature, significance and value of the research project, in no more than 200 words)

Social media has been widely adopted by individuals and organisations over the past decade. In recent years, the rapid developments of mobile technology have enabled social media to penetrate many aspects of daily life. Employees also use their organisational mobile devices at home, extending team communication beyond the traditional workplace boundaries. This study aims to figure out whether social media use in organization teams impede or enhance the team creativity.

This study proposes a social media and team creativity model (SMTCM) based on group property framework. The model includes five social-media-enhanced interpersonal factors for team creativity, including role trust, team cohesiveness, collaboration facilitation, conformity pressure reduction, and social loafing prevention. Moreover, we believe the ubiquity of social media positively affects social media use in teams.

We collected data from employees in Both Hong Kong and mainland China to confirm the research model. The results showed that the ubiquity of social media has significant influence on employees' use of social media after work. The use of social media among team members can enhance some of the proposed interpersonal factors, which finally increases the team creativity.

Part C: Research Output**8. Peer-Reviewed Journal Publication(s) Arising Directly From This Research Project**

(Please attach a copy of the publication and/or the letter of acceptance if not yet submitted in the previous progress report(s). All listed publications must acknowledge RGC's funding support by quoting the specific grant reference.)

The Latest Status of Publications				Author(s) (denote the corresponding author with an asterisk*)	Title and Journal / Book (with the volume, pages and other necessary publishing details specified)	Submitted to RGC (indicate the year ending of the relevant progress report)	Attached to this Report (Yes or No)	Acknowledged the Support of RGC (Yes or No)	Accessible from the Institutional Repository (Yes or No)
Year of Publication	Year of Acceptance (For paper accepted but not yet published)	Under Review	Under Preparation (optional)						
2020	2019	NA	NA	Cui, Xiling, Huo, Baofeng, Lei, Yang* and Zhou, Qiang.	International Journal of Operations & Production Management	N/A	Yes (Attachment 1)	Yes	No

9. Recognized International Conference(s) In Which Paper(s) Related To This Research Project Was / Were Delivered

(Please attach a copy of each conference abstract)

Month / Year / Place	Title	Conference Name	Submitted to RGC (indicate the year ending of the relevant progress report)	Attached to this Report (Yes or No)	Acknowledged the Support of RGC (Yes or No)	Accessible from the Institutional Repository (Yes or No)
July 2017/Bali, Indonesia	The effect of the ubiquity of social media on its usage	NETs 2017 International Conference on Internet Studies	2017	Yes (Attachment 2)	Yes	No
June, 2018, Yokohama	The role of social media usage in enhancing team members' trust and team creativity	the Pacific Asia Conference on Information Systems (PACIS) 2018	N/A	Yes (Attachment 3)	Yes	No

10. Whether Research Experience And New Knowledge Has Been Transferred / Has Contributed To Teaching And Learning

(Please elaborate)

The project has provided the PI valuable teaching material for her courses, including

Management Information Systems, Organizational Behavior and Business Research.

It can help the students to link their knowledge to practical research questions.

11. Student(s) Trained

(Please attach a copy of the title page of the thesis)

Name	Degree Registered for	Date of Registration	Date of Thesis Submission / Graduation
NA	NA	NA	NA

12. Other Impact

(e.g. award of patents or prizes, collaboration with other research institutions, technology transfer, teaching enhancement, etc.)

The PI has developed some collaboration with a research team in Tianjin University.

We are going to conduct some research on social media and supply chain management.

13. Statistics on Research Outputs

No. of outputs arising directly from this research project	Peer-reviewed Journal Publications	Conference Papers	Scholarly Books, Monographs and Chapters	Patents Awarded	Other Research Outputs (please specify)	
					Type	No.
	1	2	0	0	0	N/A

14. Public Access Of Completion Report

(Please specify the information, if any, that cannot be provided for public access and give the reasons.)

Information that Cannot Be Provided for Public Access	Reasons
NA	NA