Article

Examining the factors Influencing Social Media Adoption in Public Sector Organizations: Empirical Evidence from National Radio Television of Afghanistan

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Abstract

Social media has become a significant source of information for citizens and organizations. Social media adoption provides governments with various opportunities to develop relationship with citizens and involve them in public affairs. This study aims to explore factors that influence social media adoption in the public sector organizations of Afghanistan through empirical evidence from National Radio Television of Afghanistan (NRTA). The data has been collected from 180 employees of NRTA. Exploratory factor analysis (EFA) was utilized to explore the factors. The factors included lack of communication and trust by citizens, lack of financial resources and management support, technical skills, policy and procedural, as the main factors influencing social media adoption. This study recommends implementing social media policy and guidelines for public organizations, keeping the ICT infrastructure upgraded, and providing technical trainings for employees who are responsible in directing the social media activities.

Introduction

Social media has changed the way individuals communicate with each other across the globe. Social media provide a platform of direct, instant, unfiltered, two-way communication between individual users, groups, and organizations (Edosomwan, 2011). Overall, social networking gives a splendid possibility for authorities to connect to citizens. Governments adopt social media to satisfy the public demand through the usage of social media (Carlo Bertot, T. Jaeger, & Hansen, 2012). In 2005, the term social media was used for the first time as a new form of internet-based applications that let people interact with each other and for keeping the update about the matters, and relevant information (O'Reilly, 2007). Social media is vastly used by individuals, public and private organizations for different purposes (Edosomwan, 2011). The main goal of private organizations is profit maximizations while public organizations are concerned with providing better services to the public. Private sector organizations invest abundant resources into infrastructure and communication technology compared to public organization (Khan, Swar, & Lee, 2014).

Public organizations use social media to facilitate communication with their customers and to effectively communicate and interact, social media should be adopted judiciously and successfully (Al Riyami & Ashrafi , 2016). Some factors

influence social media adoption in public and private organizations. Although the goals of private and public organizations are quite different from each other. To successfully adopt social media in the context of the organization factors need to be identified. Through in-depth literature or previous studies, factors that influence social media adoption in the public sector will be identified and those factors will be explored in the context of Afghanistan.

Most of the studies reviewed have comparable findings asserting that governments are required to satisfy the expectancies and cope with the issues of the public expressed via the governments' social media networks (AlAwadhi, Parycek, & Kesan , 2013). Therefore, governments must make use of social media to build trust, transparency, and openness (Hidayat, Rafiki , & Al Khalifa , 2018). A powerful tool that involves citizens in government affairs and changes the perspective of the public. Developed countries such as the USA, and the UK have adopted social media in their public agencies and implemented strategies and looking for ways to improve and ensure citizen needs are fulfilled. Meanwhile, emerging countries such as UAE, Bahrain, Egypt, and South Korea are attempting to establish needs and implement strategies and policies on how to use and regulate social media (Al Riyami & Ashrafi,2016; Hidayat, Rafiki, & Al Khalifa, 2018; Mansour & Ahmad, 2020). Social media usage in Afghanistan's public organizations is new to sharing the latest information before getting broadcast through radio and television. Citizens' demand to adopt social media within public organizations increased. Social media adoption in the public organizations of Afghanistan leads to trust-building, transparency, accountability, and openness between government and citizens. Some factors impact social media adoption in the public sector and those factors need to be explored to successfully adopt social media. Exploring those factors will help agencies in the successful adoption of social media (Alotaibi, Ramachandran, Kor, & Hosseinian, 2016). In this regard, the current study attempts to examine the issues that the Afghan TVET authority faces. The rest of the study is organized as follows: part two covers the literature review, section three discusses the methodology, section four covers the results and discussions, and section five conclude the study with recommendations.

2. Literature Review

2.1 Social Media Adoption in Public Sector

Social media is a set of economic, technological, and social trends that allow open user participation and networking. (Kaplan & Haenlein, 2012). Social networking has increased with the invention of mobile applications. According to Awadhi, Parycek, and Kesan, (2013), social networking is a significant means for individuals, agencies, whether private or public organizations to connect. Social networking is likewise extraordinary from conventional types of media as it lets in two-way communication between individuals, organizations (AlAwadhi, Parycek, & Kesan, 2013). Social media is a significant opportunity for governments to rebuild relationships with citizens (Song & Lee, 2015). Globally governments started utilizing social media for communication, getting in touch, sharing information with the citizens (Khan, Swar, & Lee, 2014). The biggest difference between social media communication with traditional means of communication is that social media communication allows people to interact across the globe (Carr & Hayes, 2014). Public organizations are showing a high tendency toward social

media awareness and the goal of using social media differs from country to country. Social media adoption by public organizations has changed the way of communication from the traditional method of disseminating information for the public to new social media platforms. Adopting social media in public organizations fosters the relationship between citizens concerning being responsive to the public (Khan, Swar, & Lee, 2014; Mansour and Ahmad, 2020). Social media is a phenomenon that attracts local governments interest, and as such helps organizations to effectively and efficiently interact with citizens (Sharfi, Troshani, & Davidson, 2015). Governments increase their interest in using social media such as Facebook, Twitter, and LinkedIn that provide a shared platform for mutual interaction between citizens and government (AlAwadhi, Parycek, & Kesan, 2013).

Social media enables governments agencies in transparent, interactive, participatory and collaborative public engagement and facilitates information exchange and improves governance. (Al Riyami & Ashrafi, 2016). The public sector uses social media to distribute useful information and foster mass collaboration and enforce laws and regulations (Khan, Swar, & Kon Lee, 2014). The federal government adopt social media for democratic participation and engagement, public cooperation in service delivery, and crowdsourcing that will pave the way for innovation for the public (Bertot, T. Jaeger, & Hansen, 2012). Adoption of social media in government would make governments agencies more responsive and interactive with citizens (Mergel, 2013). Social media is an effective means of communication between governments and the public. Emerging countries like UAE and South Korea are attempting to establish social media cohesion for better services and as such implement strategies based on the response from the public. In developed countries like USA and UK, social media has been adopted and strategies are implemented based on feedback received. The prime purpose is to improve and to ensure the citizens' needs are addressed (Hidayat, Rafiki, & Al Khalifa, 2018).

Social media has become a powerful tool for governments to involve people in their affairs, improve the government-citizen relationship (Alriyami and Ashrafi, 2016). Social media networks are two-way communication tools that allow geographically dispersed users to interact with each other while producing valuable information resources (Carlo, Jaeger, & Hansen, 2012; Manning, 2014). The adoption of social media policies and guidelines to successfully implement social media in government agencies is a crucial step for escalating the linkage with the public (Kenawy, 2014). Public sector adoption of social media is a powerful tool to make governments more responsive, transparent and open (Khan, Swar, & Kon Lee, 2014). The US federal government agencies are using blogs, microblogs, wikis, social media networking sites to interact, engage with citizens and disseminate information, and hence communicate with the citizens (Bertot, Jaeger, & Hansen, 2012).

2.2 Factors Influencing Social Media Adoption in Public Sector

Social media offers considerable opportunities to public sector organizations to further advance their foundation. However, there are some factors (organizational, technological, and environmental) that impact social media adoption. The organizational factor dimensions are management drive, social

media policies, and degree of formalization. The Technological factor dimensions are perceived benefit, perceived risk, and compatibility. The Environmental factor dimensions are community demand, bandwagon pressure, and faddishness (Sharfi, Troshani, & Davidson, 2015). According to (Hidayat, Rafiki, & AlKhalifa, 2018), based on the survey by the government of Bahrain, lacking social media strategy to regulate social media activities in the ministries of Bahrain is a significant concern for the government. Adopting social media within the government of Bahrain needs improvement since the government of Bahrain considers social media a significant communication and anti-corruption tool. Governments and the public are more interested in getting more information and implementing a clear strategy can improve the government's activities and help them to meet public needs. However, research by Al Riyami & Ashrafi (2016) identified nine factors based on the extensive literature review, which included top management support, training, experience, and staff resource, perceived risks, financial & technical resources, relative advantage, community influence, social media strategy and policies, compatibility, and centralization. These factors have a detrimental impact on the adoption of social media, and as such, the improvement in these factors guarantees the effective adoption of social media within the public sectors of Oman country.

Based on the findings from (Kenawy, 2014; Al Riyami & Ashrafi, 2016), the key elements influencing social media adoption in Egypt are lack of policies and guidelines, measurement tools, unaddressed legal issues, guidelines in employee access to social media, and security. Based on a study in China government (Zheng, 2013; Feroz Khan, Swar, & Kon Lee, 2014) the significant challenges associated with social media use in government are technology literacy, technology access; and information security and privacy. According to Carlo, Jaeger, & Hansen (2012), Kavanaugh, et al., (2011), the usage of social media by the government addresses organizational and information factors including policies, legal issues, financial and cost issues, training's cost, privacy concerns, information management (Bertot, Jaeger, & Hansen, 2012)

According to the literature, developed countries are looking for ways to improve and ensure citizen needs are fulfilled. Meanwhile, emerging countries and developing countries are attempting to establish needs and implement strategies and policies on how to use and regulate social media. According to research, the severity of the issues that emerging countries face varies with the country level. As an underdeveloped country, Afghanistan will inevitably confront challenges that influence social media adoption in public organizations in Afghanistan.

3. Methodology

This study explores factors influencing social media adoption in the public organizations in Afghanistan and as such, employs a quantitative approach to investigate the determinants by using empirical evidence from the NRTA authority. This study uses a deductive research approach to explore the identified factors in the literature in the context of Afghanistan's NRTA authority. A closed-ended questionnaire was used in the study, which was separated into two portions. To obtain demographic information about the respondents, the first portion included three items. The second section contained 36 items divided into three segments based on the researcher's explanation of the challenges found in the literature. A

five-point Likert Scale was used to determine the dimensions. Each question was assessed using the following scale: 5 = Strongly Disagree, 4 = Disagree, 3 = Somewhat Agree, 2 = Agree, and 1 = Strongly Agree. In this study, exploratory factor analysis (EFA) is employed to analyze the data. The sample size is based on probabilistic sampling strategy, referring to 180, which includes social media specialists, managers, policymakers, and staff from the NRTA authority in Kabul city.

4. Results and Discussions

4.1 Results

The survey comprised 180 respondents from the NRTA Authority, including digital media experts, managers, and other NRTA's staff from various departments within the NRTA Authority of Afghanistan. The collected data has a Cronbach's Alpha of 0.747, which is greater than 0.6 and indicates that the data has internal consistency and is reliable. The data's KMO test value is 0.643, which is greater than 0.5 and indicates that the data sample is adequate, as shown in Table 1. Meanwhile, Bartlett's test of sphericity yields a significance value of 0.000, which is less than 0.05, indicating that factor analysis is appropriate for use in this study.

Table 1: KMO and Bartlett's Test *Source: Data output from SPSS v 26.0*

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.643
Bartlett's Test of Sphericity	Approx. Chi-Square	1264.417
	Df	630
	Sig.	.000

Source: Data output from SPSS v 26.0

As shown in Table 2, the variance after extraction is more than 50 %. The values above 50% explain so much of the variance, and it helps in determining that these variables are important and are relevant in understanding the issue at hand.

Table 2: Commonalities

	Initial	Extraction
Access to internet by citizens	1.000	.575
Access to internet by public organizations	1.000	.663
Most people in provinces cannot get access to social media	1.000	.587
High cost of internet affects social media adoption in public sector	1.000	.473
Lack of experts in digital media	1.000	.591
The system organization uses is upgraded/advanced	1.000	.694
Lack of Information and Communication Technology equipment	1.000	.623
The organization find it difficult to adopt social media	1.000	.472
Social media is compatible with mobile devices used by citizens	1.000	.684

Information Technology Infrastructure of your organization is compatible with social media adoption decision	1.000	.658
The organization afraid of being hacked and lose its authenticity	1.000	.649
Lack or shortage of electricity	1.000	.730
Lack of financial resources to social media adoption	1.000	.617
Lack of operating procedures on how to regulate social media activities	1.000	.521
Lack of social media strategy and policy	1.000	.637
Lack of top management support	1.000	.497
Lack of technical experts	1.000	.603
Increased training cost in social media	1.000	.653
Lack of tools to measure the success of social media	1.000	.679
Lack of collaboration and coordination between departments negatively affect social media adoption	1.000	.598
Highly competitive pressure	1.000	.471
Lack of skilled employees who actively contribute in digital media	1.000	.701
Little or no action taken until a supervisor approves a decision	1.000	.650
The organization has technical and organizational capability to adopt social media	1.000	.603
Attitude of citizens toward social media adoption is favorable	1.000	.625
Social media is a trend for public organization	1.000	.577
Poor education	1.000	.585
Security influences social media adoption	1.000	.663
Families allow usage social media	1.000	.602
Interface design of social media is in English language not in local languages	1.000	.675
Lack of broadcasting in native language	1.000	.605
it's crucial to increase awareness of citizens about the significance of communication on social media	1.000	.505
Telecommunication networks are poor in some provinces due to insecurity	1.000	.605
Increases citizens demand drives public organizations to adopt social media as a communication channel	1.000	.728
Citizens do not trust information provided by public organizations in their social media	1.000	.648
The smaller role of government in regulating the social media activities affect the adoption of social media in the public sector	1.000	.631
Extraction Method: Principal Component Analysis.		

Source: Data output from SPSS v 26.0

As shown in Table 3, As indicated in Table 4, 13 factors are identified as influencing that affect the social media adoption in the NRTA authority of Afghanistan based on the values of factors loadings. Using Varimax and the Kaiser

Normalization Rotation Method, 13 factors were recovered based on Principal Component Analysis. These include; lack of communication and trust by citizens, lack of financial resources and top management support, technical skills factor, policy and procedural factor, medium compatibility, internet access, language, culture, electricity, information, and communication technology infrastructure, social media measurability, the attitude of individuals, and role of government factors were revealed in the findings, as shown in Table 5.

Table 3: Rotated Components Matrix

	Component												
	1	2	3	4	5	6	7	8	9	10	11	12	13
Increased citizens demand drives public organizations to adopt social media as a communication channel	.731												
it's crucial to increase awareness of citizens about the significance of communication on social media	.606												
Citizens do not trust information provided by public organizations in their social media	.558												
Telecommunication networks are poor in some provinces due to insecurity	.506												
Lack of experts in digital media													
Lack of financial resources to social media adoption		.663											
Access to internet by citizens		.654											
Security influences social media adoption		.483											
Poor education													
Little or no action taken until a supervisor approves a decision			.725										
Lack of skilled employees who actively contribute in digital media			.720										
Lack of technical experts			.550										
The organization has technical and organizational capability to adopt social media			.430										

Lack of social media strategy and policy	.762				
Lack of operating procedures on how to regulate social media activities	.628				
The system organization uses is upgraded/advanced	.611				
Social media is compatible with mobile devices used by citizens		.795			
Information Technology Infrastructure of your organization is compatible with social media adoption decision		.590			
Access to internet by public organizations			.777		
Most people in provinces cannot get access to social media			.540		
Increased training cost in social media			.510		
Lack of broadcasting in native language			-.727		
Social media is a trend for public organization			.474		
Families allow usage social media				.732	
The organization find it difficult to adopt social media				.429	
Lack or shortage of electricity					.812
The organization afraid of being hacked and lose its authenticity					.663
High competitive pressure					
Lack of Information and Communication Technology equipment					.713
Lack of collaboration and coordination between departments negatively affect social media adoption					.602

Statement				
Interface design of social media is in English language not in local languages		.526		
Lack of tools to measure the success of social media		.800		
Lack of top management support	-.404			
Attitude of citizens toward social media adoption is favorable			.750	
The smaller role of government in regulating the social media activities affect the adoption of social media in the public sector				.725
High cost of internet affects social media adoption in public sector				

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.[a]
a. Rotation converged in 21 iterations.
Source: Data output from SPSS v 26.0

Table 4: Factors Influencing social media adoption at NRTA Authority

Factor	Statement	Factor Loading	Factor Name
1	citizens demand drives public organizations to adopt social media as a communication channel	.731	Lack of communication and Trust by citizens
	it's crucial to increase awareness of citizens about the significance of communication on social media	.606	
	Citizens do not trust information provided by public organizations in their social media	.558	
	Telecommunication networks are poor in some provinces due to insecurity	.506	
2	Lack of financial resources to social media adoption	.663	Lack of financial resources and
	Access to internet by citizens	.654	

	Security influences social media adoption	.483	top management support
	Lack of top management support	-.404	
3	Little or no action taken until a supervisor approves a decision	.725	Technical skills factor
	Lack of skilled employees who actively contribute in digital media	.720	
	Lack of technical experts	.550	
	The organization has technical and organizational capability to adopt social media	.430	
4	Lack of social media strategy and policy	.762	Policy and Procedural Factor
	Lack of operating procedures on how to regulate social media activities	.628	
	The system organization uses is upgraded/advanced	.611	
5	Social media is compatible with mobile devices used by citizens	.795	Medium compatibility
	Information Technology Infrastructure of your organization is compatible with social media adoption decision	.590	
6	Access to internet by public organizations	.777	Accessibility
	Most people in provinces cannot get access to social media	.540	
	Increased training cost in social media	.510	
7	Lack of broadcasting in native language	-.727	Language
	Social media is a trend for public organization	.474	
8	Families allow usage social media	.732	Culture
	The organization find it difficult to adopt social media	.429	
9	Lack or shortage of electricity	.812	Infrastructure
	The organization afraid of being hacked and lose its authenticity	.663	
10	Lack of Information and Communication Technology equipment	.713	Information and Communication Technology infrastructure
	Lack of collaboration and coordination between departments negatively affect social media adoption	.602	
	Interface design of social media is in English language not in local languages	.526	
11	Lack of tools to measure the success of social media	.800	Social media measurability
12	Attitude of citizens toward social media adoption is favorable	.750	Attitude of individuals

13	The smaller role of government in regulating the social media activities affect the adoption of social media in the public sector	.725	Minimal role of government

Source: Data output from SPSS v 26.0

5. Discussions

Lack of communication and trust by citizens, lack of financial resources and top management support, technical skills factor, policy and procedural factor, medium compatibility, internet access, language, culture, electricity, information, and communication technology infrastructure, social media measurability, the attitude of individuals, and role of government were identified as intrinsic factors. The result of this study is in line with Alotaibi (2016), Ramachandran (2017), Ah-Lian Kor (2015), Hosseinian (2016), Hisham, Sharif, Troshani, (2015), Riyami, and Ashrafi (2016), Kenawy (2014), Bertot, Jaeger, & Hansen, (2011), Kavanaugh, et al. (2012), Zheng, Khan, Swar, & Kon Lee (2104), Hidayat, Rafiki, and Maryam (2018).

Lack of communication and trust by citizens identified as one of the significant factors that influence successful social media adoption in NRTA. Public organizations make use of social media to communicate with citizens and build trust to provide different services such as education, healthcare, information sharing, etc. Social media is a convenient means of sharing information, latest news to citizens which improves transparency, openness, and trust between governments and citizens. Like this study, Alotaibi et al. (2016); Sharif (2016) explained that the increasing use of social media by citizens raised the need for governments' adoption of social media. Social media adoption leads governments to be responsive to the needs of citizens and as such acts as a communication mean with citizens.

Lack of funds and management support is another crucial factor that influences social media adoption in the NRTA. Zheng (2014) has explained financial funds and professional support required for the successful adoption of social media by public sectors and indicated that adoption of social media will include some costs such as operation cost, training cost, personnel cost, telecommunication cost. Organizations must allocate a budget for the successful adoption of social media for open government. Sharif et al. (2016) considered management support as one of the significant factors in adopting social media. Support from top management will encourage staff to actively work toward successful social media.

Technical skills need to go along with social media adoption. Public organizations don't invest in technical training which further is a factor that influences the adoption of social media in the public sector. Lavori and Bowen (2020) has explained social media as a communication tool between public organizations and citizens and to respond timely and communicate effectively social media experts are needed. There is a crucial need for providing training for social media employees who are directly interacting with citizens.

Sharif et al. (2016), Mergel (2011), and Hidayat et al. (2018) explained that social media adoption attracted public organizations' interest. Based on the

findings of the mentioned studies the respondents indicated that having clear social media policies will help employees in regulating social media activities and how they can handle negative comments and racist remarks. Lavori and Bowen (2020) explained having social media policy will help social media employees to respond effectively to the messages received from the public. Compatibility has a significant relationship with social media adoption in Saudi Arabia according to Al Riami and Ashrafi (2016) organizations adopt technology when it is compatible with the existing system of the organization. The ICT infrastructure of most public organizations in Afghanistan including NRTA is not upgraded and needed to be upgraded. Furthermore, if the social media application is not compatible with their user's application that may not impact local government operations. Internet accessibility is a key factor due to the high cost of the internet and the low quality of internet connectivity. Shortage of electricity due to insecurity has vastly influenced the use of social media in public organizations in Afghanistan

Increasing demand toward social media utilization whether individual or organization leads public organizations to adopt social media as communication. Although citizens demand to receive the latest information and news of the country from the government and thus social media is a convenient tool. According to Jeffery (2013), the measurement of social media is correlated with organizational goals and objectives. Developing guidelines to measure the success of social media use will help the organization to get the most benefits. Afghanistan's public organizations lack social media measurement policy to measure the success of social media. The role of government or policies imposed by the government to deploy or adopt social media as a communication mean is considered vital. In addition, developing government policies to regulate social media activities is crucial not only at the national level but at the international level to avoid uncertainties, security and privacy concerns, etc. Favoritism for a specific group of activities by the government would negatively affect social media adoption in the public sector of Afghanistan.

6. Conclusion

Social media use is becoming so persuasive that public organizations need to strategically adapt it for their advantage. this study has aimed to explore factors affecting social media adoption into three categories, Technological factor, Organizational factor, and Environmental factor. after an in-depth literature review, social media dimension has been identified and through exploratory factor analysis technique, factors influencing public social media adoption identified.

The results of this research present that lack of financial resources and top management support, technical skills, policy and procedural factor, medium compatibility, internet access, language, culture, electricity, ICT infrastructure, social media measurability, the attitude of the individual, and minimal role of government are factors that influence social media adoption in the public sector of Afghanistan, in particular, National Radio and Television of Afghanistan.

This study is a significant contribution not only for the NRTA but other ministries and public-owned organizations to consider the factors in the successful adoption of social media, for social media experts and policymakers. Academically, is important in the area of social media which has remained under-research in the

context of Afghanistan. This research only focused on the identification of the factor that influences social media adoption in the public sector of Afghanistan. Furthermore, researchers can cover the benefits and challenges of using social media in the public and private sectors of Afghanistan.

6.1 Recommendation

This study aimed to explore factors influencing social media adoption in the public sector of Afghanistan. There are no policies and procedural guidelines available with the NRTA to regulate social media activities. Social media staff and government officials need to have clear policies and guidelines to work accordingly. The governments should reflect social media policies into their organization's mission, vision, goals and objectives and their organization's culture. Lack of expertise is critical factor in social media adoption by the public sector. As a matter of fact, to tackle this challenge there should a need assessment analysis of the employees who are responsible in directing social media activities and provide for them required trainings.

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