The Impact of Social Networks on Job Performance With the Mediating Role of Organizational Structure and The Moderating Role of Sustainable Organizational Reputation (Case Study: Tehran Municipality)

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Abstract

The main goal of the current research is to investigate the impact of social networks on job performance with the mediating role of organizational structure and the moderating role of sustainable organizational reputation of Tehran Municipality. The statistical population in the present study is the employees of Tehran municipality. Among the 22 districts of Tehran municipality, 200 employees have been selected as the statistical population due to the ease of access. Simple random sampling method is used for sampling. The number of samples was calculated as 132 people based on Cochran's formula. In this research, in order to measure the variables of social networks, job performance, organizational structure, sustainable organizational reputation, a questionnaire based on the BIS article (Sajad Hossein et al., 2020; Chetinkaya and Rashid, 2019) with 40 questions was used.

Data analysis is presented in two sections, descriptive statistics and inferential statistics. In the descriptive section, the sociological information related to the research sample is stated, and in the inferential statistics section, according to the non-normal distribution of the data, the data is analyzed through PLS software. The results of the research showed that social networks have a positive effect on job performance and organizational structure. Also, social networks have a positive effect on job performance with the mediating role of organizational structure and sustainable organizational reputation.

Keywords: Social Networks, Job Performance, Organizational Structure, Organizational Reputation

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Introduction

Today, organizations need capable employees to improve their performance and effectiveness in order to reach their goals in the direction of growth and productivity. Therefore, the main task of organizations should be to move and pay more attention to creating an organizational structure for its development. Organizational structure is a means to perform better and therefore it should have the necessary flexibility, dynamism, speed of action, precision and quality, as well as the possibility of individual development and internal cohesion. By using the organizational structure, organizational activities are divided into known tasks and coordination is provided among these tasks (Taqvizadeh Arveh, 2015).

Social networking sites have been evolving rapidly all over the world for the last few years. Currently, social networks have become the daily activities of every employee's life and have had a positive (negative) impact on their performance. Therefore, organizations face a great challenge to ensure the effective use of social networking sites to increase employee performance during working hours (Matori, 2022).

Trying to improve performance has been recognized as an important principle since the formation of organizations. In a metropolis like Tehran, where the municipality is one of the big organizations both in the field of providing urban services and infrastructures and consists of a huge number of human resources, the issue of performance improvement plays a special role. Most of the services that municipalities provide to citizens are provided by their huge human resources. Since the performance of such organizations is largely influenced by their job performance, therefore,

examining and analyzing the behaviors of employees and factors affecting their performance can improve the overall performance of municipalities and in The result of better supply of city services and finally the satisfaction of the citizens will help a lot. Among the factors affecting job performance, this research seeks to examine the impact of social media information on the job performance of municipal employees, and considering the increasing use of social networks in Iranian society, including among Tehran municipality employees, This question is seriously raised as to what effect this process has on the job performance of the organization's employees.

In this article, we seek to find the positive or negative effects of using social networks on the job performance of Tehran municipality employees, considering the mediating role of organizational structure and the moderating role of sustainable organizational reputation.

The hypotheses of the present research in line with the main question and the mediating roles of the mentioned

variables are proposed as follows:
1- Social networks have a positive effect on job performance.
2- Social networks have a positive effect on organizational structure.
3- Organizational structure has a positive effect on job performance.
4 - Social networks have a positive effect on job performance with the mediating role of organizational structure.
5- Social networks have a positive effect on job performance with the role of moderator of sustainable organizational reputation.

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Research Background

Faraji et al. (1400), during a study, investigated the effect of using social networks on the social identity and job performance of the employees of Tehran Municipal Sports Organization. The results of the research showed that social networks have an effect on the social identity and job performance of Tehran Municipal Sports Organization employees.

Hosseini et al. (2019), during a study, investigated the impact of the dimensions of using social networks on the job performance of employees, emphasizing the mediating role of social capital. The results of this research showed that the dimensions of social network use, such as social network use, hedonistic use, and cognitive use, have a positive and significant effect on social capital. In addition, social capital also has a positive and significant effect on improving performance (job innovation and reducing job burnout).

Houshmadi Rad (2019), during a research, investigated the effect of organizational structure on job rotation and employee performance. The results of Spearman's test showed that there is a significant relationship between organizational structure dimensions, job rotation and employee performance.

Mohammadzadeh Roshti and Tahmasabi Limoni (2018), in a study, investigated the effect of employee information sharing in social networks on the job performance of employees with the moderating role of social network capabilities. The results of the analysis test showed that the sharing of employees' information in social networks has a significant effect on the job performance of employees. Also, the moderating role of social network capabilities was also confirmed.

Naser Sadrabadi and Haji Rahimian (2016), in a research, investigated the impact of social networks on the performance of Isfahan Municipality employees. The findings and results of this research indicate that social networks have had the greatest impact on employees' sense of responsibility. Also, the dimensions of job learning, job security, strengthening of employee information, participation in decision-making, (in order) are assigned the priorities of influence from social networks.

Alwameleh and Morthi (2022) investigated the impact of social media on organizational performance and job performance. The analysis proved that social media, social media conversations and social media communication have a positive and significant relationship with organizational performance. While social media communities and social media openness have little relationship with organizational performance. The results about job performance also show that openness, community, and communication have a positive and significant relationship with job performance.

Sajjad Hossein et al. (2020), during a research, investigated the impact of social network information on pre-employment history with the mediating role of sustainable organizational reputation. The results showed that social network information has a positive and significant effect on pre-employment history. In addition, it was found that the sustainable reputation of an organization can partially mediate the direct relationship between social network information and pre-employment history.

Chetinkaya and Rashid (2019), investigated the impact of social network information on job performance with the mediating role of organizational structure and the moderating role of sustainable organizational reputation. The results showed that the use of social media has a positive effect on the job performance of employees, while the organizational structure has a positive mediating effect.

Dudokh and Almaita (2019), during a study, investigated the effect of using social media on organizational performance in Jordanian cosmetics sector. The results showed that there is a positive effect on the implementation and use of social media on organizational performance in terms of quick adaptation, cost reduction and innovation.

Tajweed and Kerami (2017), in a research, investigated the effect of social media on company performance with the mediating role of marketing capabilities in the UK hotel industry. The results of data analysis show a positive and significant relationship between the use of social media and company performance.

Theoretical Foundations

Social networks: The term social networks was first proposed by Chi E. Barnes in 1954, and since then it has quickly become a key method in research and studies. In the traditional social network theory, a social network is defined as a set of social institutions that include people and organizations that are connected by a set of meaningful social relationships and together in Sharing values are interactive. The traditional form of social network service focuses on all kinds of relationships such as friendships and face-to-face relationships, but nowadays social network services are more focused on online virtual community and computer-mediated communication. Internet social networks are a database or a collection of databases that provide an opportunity for users to share their interests, thoughts and activities with others and for others to share these thoughts and activities with them. . A social network is a collection of web-based services that allow individuals to create public or private descriptions of themselves, or communicate with other network members, sharing their resources with them. share and use other people's public descriptions to find new connections (Boyd and Ellison, 2007). In general, in the definition of social networks, it can be said that social networks are sites that offer sharing features to their users from a simple site such as a search engine with the addition of features such as chat and email and other features. give Social networks are the gathering place of hundreds of millions of internet users who interact and exchange information regardless of borders, language, gender and culture (Mamar et al., 2013).

Job Performance of Employees

performance is defined by the general values expected by the organization from individual pieces of behavior. Job performance as a general concept but not properly defined (so far) in organizational and industrial psychology, is a branch of psychology that is related to issues of work environment and human resource management. Job performance refers to whether people do their jobs well. Campbell et al.'s theory is considered as an index theory among different job performance theories. Campbell describes job performance as a variable level of individual performance. Campbell enumerates the dimensions of job performance in the following order: performance versus output, being related to organizational goals, and being multidimensional. Job performance includes an area of organizational behavior that is related to people's jobs and is in line with the achievement of the organization's goals. Definitions of job performance mainly emphasize behavior as opposed to results. In a comprehensive definition, job performance includes behavior and results. This definition of organizational performance indicates that both inputs (behavior) and outputs (results) should be considered in job performance. Armstrong defined performance as the achievement of goals whose quantity and quality have been

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determined. Everything that employees do at any level is effective in achieving the overall goals of the organization. Therefore, performance management is related to what employees do (their work), how they do that work (their behavior) and what they achieve (their results) (Jalazadeh and Nasirian, 2019).

Organizational Structure

Organizational structure is the framework of relationships governing jobs, systems and operational processes, and people and groups that strive to achieve a goal. It is a set of ways that divides work into specific tasks and provides coordination between them. The structure shows the distribution of power in the organization and is not just a coordination mechanism, but it affects the organizational processes. Organizational structure refers to the patterns of organization's internal relations, authority and communication; And it clarifies reporting relationships, official communication channels, responsibility determination and delegation of decision-making authority. By the organizational structure, operations and activities within the organization are organized and the lines of responsibility and authority are defined. The structure shows the managers who are responsible for supervision and the employees know the managers from whom they receive training and orders. Helping the flow of information is also one of the facilities that the structure provides for the organization. Organizational structure should be able to accelerate and facilitate decision-making, appropriate response to the environment and resolve conflicts between units. The communication between the main elements of the organization and the coordination between its activities and the expression of intra-organizational communication in terms of reporting and reporting are among the duties of the organizational structure. Although the

concept of organizational structure is a fact and affects everyone in the organization and everyone deals with it in some way, it is more or less an abstract concept. The underlying stone of the structure, the roles of people in the organization and the pattern of relationships between the roles form the organizational structure, so the structure can be considered the existing expectations of each role and the relationship between them. These roles are often given a legal aspect through job descriptions and written documents that define the scope of responsibility and activity of each job (Jaafari, 1400).

Organizational Reputation:

The review of the literature related to organizational reputation shows that many large companies in the world consider this category as a strategic tool. Today, organizational reputation is considered as a leading factor in the success of companies. According to Wartick (1992), organizational reputation is defined as follows: gathering a stakeholder's opinion about how well the organization has been able to meet demand and expectations. In addition, Gasti and Wilson (2001) have stated about organizational reputation that the goodwill and organizational reputation of an organization is: the evaluation of a stakeholder in the organization (clients, suppliers of raw materials, organs, and government agencies and Most importantly, the general public and the employees of the organization itself), from the desired organization that is formed over time, which is based on the direct experiences of the beneficiary with the organization. Reputation will be a sign of quality as well as an indication of the capacity of the institution to properly respond to the needs of the stakeholders. This reduces uncertainty for shareholders in their decision-making process. In fact, the reputation of the organization refers to

the perception of the company's key characteristics and is defined as a of its customers. Marketers believe that the key element that has a great impact on customers' purchase decisions is their understanding of the company's role in society and how they behave with shareholders and stakeholders (Shariat Nejad et al., 1400).

Research Methodology

This research is descriptive -survey and practical in terms of purpose. In addition, in this research, in order to measure the variables of social networks questionnaire, job performance, organizational structure, sustainable organizational reputation, social networks, articles (Sajad Hossein et al., 2020; Chetinkaya and Rashid, 2019) have 40 items. has been In this research, information analysis is presented in two parts, descriptive statistics and inferential statistics.

In the descriptive statistics section, the sociological information related to the research sample is stated, and in the inferential statistics section, due to the non-normal distribution of the data, to

degree of trust or lack of trust based on the company's ability to meet the expectations analyze the statistical data using the structural equation method (SCM) and confirmatory factor analysis with the help of software SPSS and PLS have been used. To check the reliability and validity of the variables, Cronbach's alpha, composite reliability (CR), convergent validity (AVE) and divergent validity (Fornell Larcker) were calculated and presented.

The results of convergent validity and reliability of the research variables are shown in Table 1 and the divergent validity matrix (Fornell Larcker) is shown in Table 2. The results of Tables 1 and 2 show that the model has good validity and reliability. The coefficient on the main diameter of the matrix is greater than all the values in its corresponding column, and it indicates that our model has good divergent validity.

Table 1: Convergent Validity and Reliability of Research Variables

	Cronbach's alpha	composite reliability	convergent validity
Job performance	0.906	0.924	0.606
Social networks	0.908	0.924	0.578
Stable organizational reputation	0.953	0.961	0.756
Organizational structure	0.928	0.939	0.608

5- Research Findings

Examining the demographic information of the present study has shown that the respondents include 31% women and 69% men. The frequency of the respondents' education level is 9%, bachelor's degree is 48%, master's degree is 36%, and doctorate is 9%. The frequency of respondents' age 20-30 years equals 16%, 31-40 years equals 35%, 41-50 years equals 36% and more than 50 years equals 13%.

To check the fit of the model, structural model fit indices, R2 criterion, F2 effect size criterion, and Q2 criterion were used to fit the model. The first key criterion that is used for this purpose in the SmartPLS software is the coefficient of determination R2. The coefficient of determination R2 measures the relationship between the value of the described variance of a latent variable with the total value of its variance. The value of this coefficient also varies from 0 to 1, and larger values are more favorable. China (1988) evaluates values close to 0.67 as favorable, values close to 0.33 as normal, and values close to 0.19 as weak. The result of the coefficient of determination obtained for the research variables showed that the model has an acceptable fit.

 Another factor that is important in evaluating the validity of the model is the effect size (Effect size) or Cohen's F2. The effect size expresses the issue of whether an independent latent variable has a significant effect on a dependent variable or not. This value is calculated from the value of R2 determination coefficient. F2 values between 0.02 and 0.15 indicate a weak impact, between 0.15 and 0.35 indicate a medium impact and greater than 0.35 indicate a high impact of the variable. It is independent on the dependent variable. The calculated values for the research variables showed that the model has acceptable validity in terms of the effect size criterion. The positive and large predictability criterion of the model shows the high predictability of the model. The value obtained from the predictability criterion of the model for the variables showed that the research model has a good fit in terms of this index. The overall model includes both measurement model and structural model parts. And by confirming its fit, the fit check is complete in a model. To check the fit of the overall model, there is only one criterion called GOF. Three values of 0.1, 0.25 and 0.36 have been introduced as weak, medium and strong values for GOF. The obtained GOF value (0.652) shows that the model is of high quality.

The structural model has two models: the structural model in the case of standard coefficients and the structural model in the case of significance. In order to check the significance of the relationship between the variables, the t-test statistic or t-value between the desired variables in the structural model is taken into account. If the test statistic is greater than 1.96, the relationship is significant. Also, the standard coefficient between the variables (in the structural model in the case of standard coefficients) is between -1 and +1, and its sign (positive or negative) indicates the direction of the relationship, and the closer it is to one, the relationship (or impact) is stronger Figures 2 and 3 show the results of the fit test of the structural model in the state of standard coefficients and the state of significance.
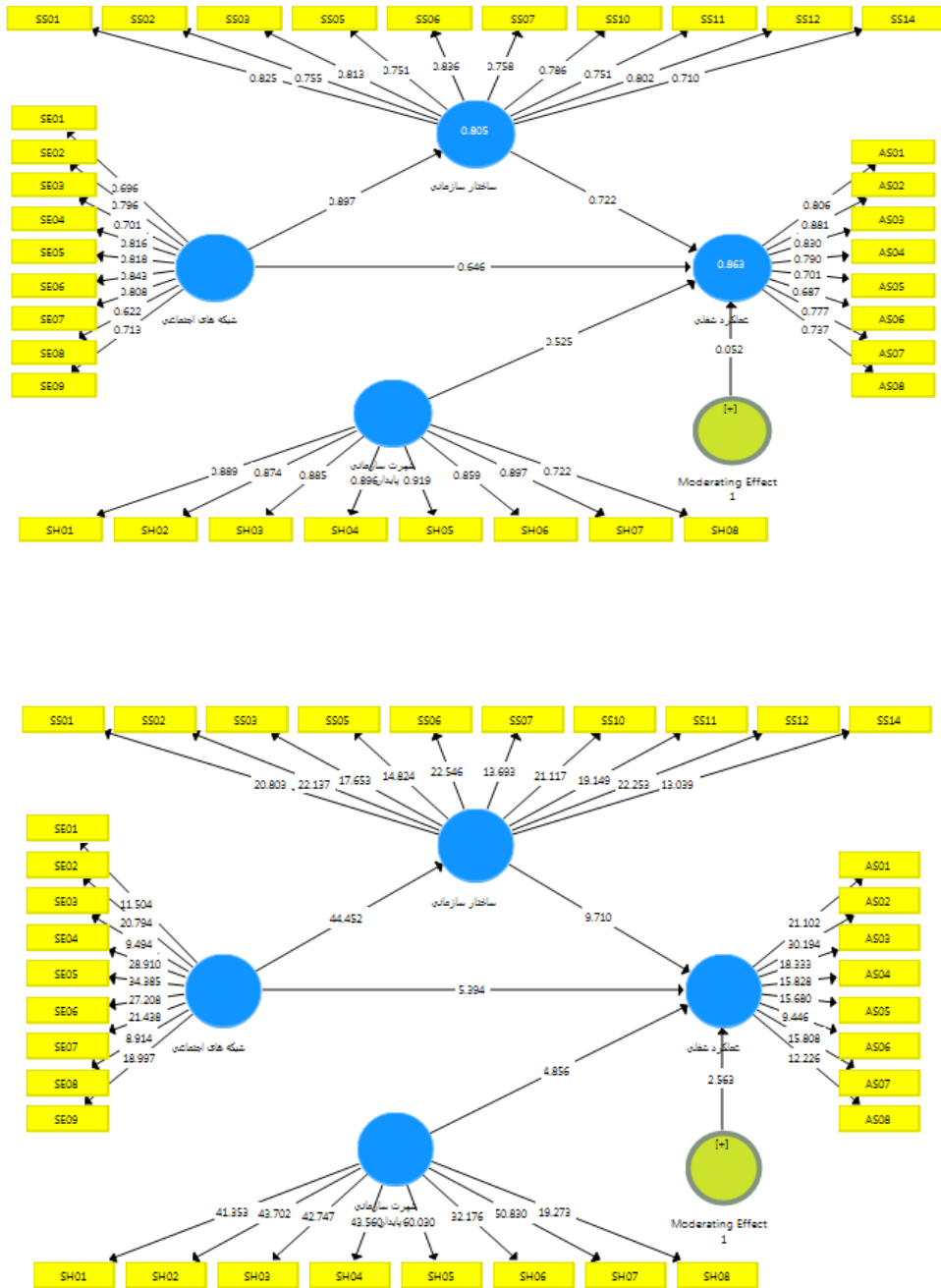
Figure 3- Internal (Structural) Model in the Significance Mode of Coefficients

According to the structural model in a significant state (Figure 3) in the impact of social networks on job performance, the probability statistic of the test is 5.394, which is greater than the absolute value of 1.96 and shows that this hypothesis is significant with 99% confidence (confirmation). will be). Also, according to the structural model in the form of standard coefficients (Figure 2), the standard coefficient on the effect of social networks on job performance is equal to 0.646, which is a positive value, so the impact of social networks on job performance is a positive effect.

According to the structural model in a significant state (Figure 3) in the impact of social networks on the organizational structure, the probability statistic of the test is 44/452, which is greater than the absolute value of 1.96 and shows that this hypothesis is significant with 99% confidence. (approved). Also, according to the structural model in the form of standard coefficients (Figure 2), the standard coefficient in the effect of social networks on organizational structure is equal to 0.897, which is a positive value, so the effect of social networks on organizational structure is a positive effect.

According to the structural model in a significant state (Figure 3) in the effect of organizational structure on job performance, the test probability statistic is 9.710, which is greater than the absolute value of 1.96, and it shows that this hypothesis is significant with 99% confidence (confirmation). will be). Also, according to the structural model in the form of standard coefficients (Figure 2), the standard coefficient in the effect of organizational structure on job performance is equal to 0.722, which is a positive value, so the effect of organizational structure on job performance is a positive effect.

The test probability statistic for the mediating role of organizational structure in the impact of social networks on job performance is equal to 10.296, which is greater than the absolute value of 1.96, so the mediating role of organizational structure in the impact of social networks on job performance is confirmed. will be The standard coefficient for the mediating variable of organizational structure is equal to 0.669, which is a positive value, so the mediating role of organizational structure in the impact of social networks on job performance is positive.

According to the external model in the significance mode (3), the test probability statistic for the moderating variable of sustainable organizational reputation in the impact of social networks on job performance is 2.563 (the moderating variable is shown as Moderating Effect 1). Considering that this value is greater than the absolute value of 1.96, we conclude that this hypothesis is confirmed, and according to the standard coefficient obtained in the structural model in standard mode (Figure 2) for the moderator variable of sustainable organizational reputation, which is obtained as 0.052 (positive), the result We get that the moderator variable of sustainable organizational reputation has a positive effect on the relationship between social networks and job performance.

Table 3- Output of Probability Statistics Software for Mediator Variable

factor loading	significance statistic (T)	the standard deviation	the mean of the sample	The main sample	
0.000	10.296	0.065	0.670	0.669	Social networks -> Organizational structure -> Job performance

Conclusion and Discussion

The findings from the analysis of the demographic questions of the questionnaires showed that the highest percentage in terms of gender belongs to men with 69%, bachelor's degree with 48% and ages between 41 and 50 with 36%.

The analysis of research hypotheses and their differentiation with past research showed the following results. The first hypothesis showed that social networks have a positive effect on job performance. The result obtained from this hypothesis is similar to the results of Hosseini et al. (2019), Mohammadzadeh Roshti and Tahmasabi Limoni (2018), Naser Sadrabadi and Haji Rahimian (2016), Sajjad Hossein et al. (2020), Chetinkaya and Rashid (2019), Dudokh. and Almaita (2019), Tajweed and Kerami (2017) are similar. The second hypothesis showed that social networks have a positive effect on organizational structure. The result obtained from this hypothesis is similar to the results of Sajjad Hossein et al. (2020), Chetinkaya and Rashid (2019). The third hypothesis showed that organizational structure has a positive effect on job performance. The result obtained from this hypothesis is similar to the results of Houshmandi Rad (2019), Sajjad Hossein et al. (2020), Chetinkaya and Rashid (2019). The fourth hypothesis showed that social networks have a positive effect on job performance with the mediating role of organizational structure. The result obtained from this hypothesis is similar to the results of Sajjad Hossein et al. (2020), Chetinkaya and Rashid (2019). The fifth hypothesis showed that social networks have a positive effect on job performance with a moderating role of sustainable organizational reputation. The result obtained from this hypothesis is similar to the results of Sajjad Hossein et al. (2020), Chetinkaya and Rashid (2019). Suggestions based on research assumptions are presented as follows:

❖ Social media sites of Tehran Municipal Organization allow clients to express their ideas in real time and discuss issues related to the development of new services.

❖ Tehran Municipal Organization has institutionalized the culture of proper treatment with the clients and applicants to the organization and encouraged the employees to behave with respect and demanded to solve their problems as soon as possible. In this context, it is necessary to evaluate the organization of its employees and appreciate the active employees in this field.

❖ Tehran Municipal Organization fully provided physical work places for employees to work and promoted the culture of cooperation in the organization

and encouraged employees to cooperate more in work fields.

❖ Tehran Municipal Organization should allocate rewards for employees for participating and sharing customer knowledge through social networks.

❖ Tehran Municipal Organization should have a more decisive approach with employees regarding compliance with discipline and administrative regulations. In this context, the organization can expose the details of the discipline and administrative regulations of the organization to the employees by installing brochures and preparing catalogs and give special incentives to the disciplined employees.

❖ Tehran Municipal Organization should create a written and written description for the job and duties of each post and make its job expectations of the employees completely clear. In addition, all employees should receive operational instructions to perform their duties.

❖ Tehran Municipal Organization should organize training courses to familiarize the employees with the social network and pay their attention to the benefits of using it.

❖ Tehran Municipal Organization should create a special database and register employee requests with the aim of understanding their needs and expectations in social networks.

❖ Tehran Municipal Organization evaluates the work quality of its employees regularly and in short periods of time and consider in-service training for them if needed.

❖ Tehran Municipal Organization provided the opportunity to create and share knowledge in the work environment for employees and support knowledge sharing through social networks.

❖ The Tehran Municipal Organization should pay more attention to the opinions of its clients and customers for the development of new services in

social media and support and reward the best opinions and advice.

❖ The management of Tehran Municipality organization should govern the atmosphere of cooperation in the organization and encourage and support the active employees in this field.

❖ The management of Tehran Municipality organization should consider a punishment system for the employees who waste time in doing work and do useless work and if possible reduce their work status.

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