



THE IMPACT OF SOCIAL MEDIA USAGE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN SMALL AND MEDIUM-SIZED ENTERPRISES IN HO CHI MINH CITY: THE MEDIATING ROLE OF WORK ENGAGEMENT AND THE MODERATING ROLE OF DIGITAL LITERACY

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ARTICLE INFO	ABSTRACT
DOI: 10.52932/jfmr.v17i1enes.1235 <i>Received:</i> February 24, 2026 <i>Accepted:</i> June 10, 2026 <i>Published:</i> August 08, 2026 Keywords: Digital literacy, Organizational citizenship behavior, Social media usage, Work engagement Article classification: Research paper JEL Classification: M12, M15, O33	Purpose – This study examines how social media usage (SMU) influences organizational citizenship behavior (OCB) among employees of small and medium-sized enterprises (SMEs) in Ho Chi Minh City. Drawing on Social Exchange Theory and the Job Demands–Resources model, it investigates the mediating role of work engagement (WE) and the moderating role of digital literacy (DL). Design/methodology/approach – Data were collected from 702 SME employees using a five-point Likert-scale questionnaire. The measurement scales were adapted from previous studies and refined through expert consultation. Measuring and structural models were evaluated using partial least squares structural equation modeling (PLS-SEM) in SmartPLS 4. Findings – Social media usage positively affects organizational citizenship behavior ($\beta = 0.654$, $p < 0.001$) and work engagement ($\beta = 0.548$, $p < 0.001$), while work engagement positively influences organizational citizenship behavior ($\beta = 0.189$, $p = 0.004$). Work engagement partially mediates the relationship between social media usage and organizational citizenship behavior ($\beta = 0.104$, $p = 0.002$). Digital literacy negatively moderates the SMU-WE relationship ($\beta = -0.059$, $p = 0.009$), indicating that employees with lower digital literacy gain greater engagement benefits from workplace social media.

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Originality/value – This study integrates social media usage, work engagement, digital literacy, and organizational citizenship behavior into a unified framework and demonstrates that social media usage affects citizenship behavior through both direct and motivational pathways. It also reveals a counterintuitive negative moderating effect of digital literacy, extending understanding of heterogeneous employee responses to workplace digitalization in an emerging-economy SME context.

Practical implications – SME managers should use social media strategically to support communication, engagement, and voluntary employee contributions. Social media initiatives and digital training should be tailored to employees' digital literacy levels and integrated with job design, recognition, empowerment, digital ethics, and data-protection practices.

Social implications – The findings support the development of more inclusive digital workplaces by showing how accessible social media practices can help employees with different levels of digital capability participate, connect, and contribute effectively.

1. Introduction

Social media has become an important organizational tool for communication, knowledge exchange, relationship building, and employee collaboration (Ali-Hassan et al., 2015; Ellison et al., 2007). Its role is particularly relevant to small and medium-sized enterprises (SMEs), which often have limited digital infrastructure, fewer formal communication systems, and flatter structures. Social media therefore offers SMEs as a cost-effective platform for improving internal connectivity, flexible coordination, and employee participation.

One important employee outcome is organizational citizenship behavior, defined as voluntary behaviors beyond formal job requirements that contribute to organizational effectiveness (Organ, 2014). These behaviors, including helping colleagues and sharing knowledge, are especially valuable to SMEs, where teamwork and informal coordination

strongly influence performance. Social Exchange Theory suggests that employees who experience trust, support, and positive workplace interactions are more likely to reciprocate through constructive extra-role behaviors (Blau, 1964). Workplace social media may thus provide relational and informational resources that encourage organizational citizenship behavior.

Previous studies show that social media usage can improve communication, knowledge sharing, and collaboration, thereby supporting organizational citizenship behavior and other positive workplace outcomes (Ali-Hassan et al., 2015; Cao et al., 2016; Snyder & Cistulli, 2020). However, this effect may occur through work engagement, a positive work-related state characterized by vigor, dedication, and absorption (Schaufeli et al., 2002). According to the Job Demands–Resources model, resources such as information access, social

support, and meaningful interaction enhance employee motivation and engagement (Bakker & Demerouti, 2007). Social media can provide these resources by facilitating learning, interaction, and workplace connectedness (Leftheriotis & Giannakos, 2014; Oksa et al., 2021). Engaged employees are subsequently more likely to demonstrate commitment, proactive behavior, and organizational citizenship behavior (Babcock-Roberson & Strickland, 2010; Rich et al., 2010; Kim, 2023; McManus et al., 2025).

Nevertheless, three research gaps remain. *First*, previous studies have focused mainly on communication, performance, and general employee outcomes, while the relationship between social media usage and organizational citizenship behavior remains underexplored in SMEs. *Second*, limited evidence explains whether work engagement mediates this relationship. *Third*, employees may differ in their ability to transform social media usage into engagement. Digital literacy, the ability to access, evaluate, and use digital information effectively (Ng, 2012), may strengthen the benefits of workplace social media. Employees with limited digital literacy may instead experience distraction, overload, or inefficient technology use (Oberländer et al., 2020). However, its moderating role remains insufficiently examined.

These gaps are particularly relevant to SMEs in Ho Chi Minh City, where rapid digital adoption coexists with constraints in managerial systems, training, and employee digital capabilities. Drawing on Social Exchange Theory (Blau, 1964) and the Job Demands–Resources model (Bakker & Demerouti, 2007), this study examines the direct effect of social media usage on organizational citizenship behavior, the mediating role of work engagement, and the moderating role of digital literacy. The study contributes by integrating social media usage, work engagement, digital

literacy, and organizational citizenship behavior within a single framework. It also provides practical guidance for SME managers seeking to use social media to strengthen employee engagement and voluntary organizational contributions.

2. Theoretical foundation

2.1. Social media usage and organizational citizenship behavior

Social media usage (SMU) refers to employees' use of social media for social, cognitive, and entertainment purposes (Ali-Hassan et al., 2015). Social media facilitates relationship maintenance, information sharing, and organizational connectedness (Ellison et al., 2007). From the perspective of Social Exchange Theory (Blau, 1964), employees who receive support and experience positive workplace interactions through social media are likely to reciprocate by performing organizational citizenship behavior, and voluntary behaviors extending beyond formal job requirements (Organ, 2014).

Empirical evidence supports this relationship. Ali-Hassan et al. (2015) found that internal social media use for communication and knowledge sharing promotes organizational citizenship behavior. Similarly, Cao et al. (2016) showed that active social media users are more likely to help colleagues and contribute to their organizations. Snyder and Cistulli (2020) indicated that social media efficacy shapes privacy, trust, organizational commitment, and organizational citizenship behavior. Jones et al. (2021) further demonstrated that social media encourages interactive and contributive behavior, while Huang and Sun (2019) showed that observation and feedback on social media influence individual behavior. Therefore:

Hypothesis H1: Social media usage positively affects organizational citizenship behavior.

2.2. Social media usage and work engagement

Work engagement (WE) is a positive work-related psychological state characterized by vigor, dedication, and absorption (Schaufeli et al., 2002). According to the Job Demands–Resources model, social support and access to information constitute job resources that strengthen employee motivation and engagement (Bakker & Demerouti, 2007).

Workplace social media can enhance information flow, coworker relationships, and the overall work environment, thereby promoting work engagement (Leftheriotis & Giannakos, 2014; Oksa et al., 2021). Wider et al. (2025) found that online social capital, particularly network ties and trust developed through social media, increases work engagement and subsequently improves innovative job performance. Their findings also showed that work engagement mediates the relationship between digital social capital and creative outcomes, although shared vision did not significantly affect work engagement.

Nevertheless, the effect of social media depends on how it is used. Ibrahim et al. (2022) found that social media addiction can reduce work engagement and job performance, although self-efficacy may mitigate these effects. McManus et al. (2025) further demonstrated that work engagement mediates the effect of perceived workplace support on organizational citizenship behavior, confirming its role in translating workplace resources into positive behavior. When social media is used appropriately as an informational and relational resource, it is therefore expected to strengthen employee engagement. Thus:

Hypothesis H2: Social media usage positively affects work engagement.

2.3. Work engagement and organizational citizenship behavior

Empirical research consistently identifies work engagement (WE) as an important

predictor of organizational citizenship behavior (OCB). Rich et al. (2010) found that engaged employees exhibit stronger organizational citizenship behavior because of their emotional connection to their work and organization. Similarly, Babcock-Roberson and Strickland (2010) confirmed that work engagement predicts organizational citizenship behavior across different work contexts. McManus et al. (2025) further showed that work engagement translates perceived workplace support into citizenship behaviors directed toward organizations, coworkers, and customers.

Evidence from other contexts reinforces this relationship. Kim (2023) found that participatory management increases organizational citizenship behavior by strengthening work engagement, while Kataria et al. (2013) showed that psychological climate factors influence organizational citizenship behavior through engagement. Gümüştas and Karataş Gümüştas (2023) reported that workplace incivility reduces organizational citizenship behavior by weakening work engagement, particularly among employees with strong organizational identification. Farid et al. (2019) also demonstrated that organizational justice positively affects both work engagement and organizational citizenship behavior, with Islamic work ethic strengthening the effects of interactional justice. Therefore:

Hypothesis H3: Work engagement positively affects organizational citizenship behavior.

2.4. The mediating role of work engagement

Social exchange theory (Blau, 1964) and the Job Demands–Resources model (Bakker & Demerouti, 2007) suggest that social media usage (SMU) provides informational and relational resources that enhance work engagement, which subsequently encourages voluntary behaviors beyond formal job requirements (Organ, 2014). Work engagement may therefore

explain how social media usage is translated into organizational citizenship behavior.

Oksa et al. (2021) showed that workplace social media strengthens engagement and promotes positive organizational behaviors. Ali-Hassan et al. (2015) similarly found that internal social media use for communication and knowledge sharing influences job performance through psychological mechanisms. Wider et al. (2025) demonstrated that online social capital, particularly network ties and trust developed through social media, improves innovative job performance through work engagement. However, shared vision did not significantly affect engagement, indicating that the quality of digital relationships may be more influential than common organizational norms. Thus:

Hypothesis H4: Work engagement mediates the relationship between social media usage and organizational citizenship behavior.

2.5. The moderating role of digital literacy

Digital literacy (DL) refers to employees' ability to access, analyze, evaluate, create, and use digital information responsibly and effectively (Ng, 2012). Employees with higher digital literacy are better able to use social media for learning, professional networking, and internal communication, thereby increasing work engagement (Oberländer et al., 2020).

According to the Job Demands–Resources model, digital literacy represents a personal resource that enables employees to convert workplace resources, such as social media usage, into engagement outcomes (Bakker & Demerouti, 2007). In contrast, limited digital literacy may produce information overload, communication ambiguity, and ineffective technology use, weakening the positive influence of social media usage on work engagement.

Oberländer et al. (2020) found that digital literacy improves employees' capacity to learn through social media and enhances engagement

and performance. Liu et al. (2025) showed that digital learning resources contribute to digital competence, while effort expectancy, social influence, and facilitating conditions encourage technology adoption. Tayyem et al. (2025) demonstrated that digital literacy improves access to and use of health information in the Arab MENA region. Allaste & Waechter (2025) further described digital literacy as both a technical capability and a sociopolitical resource supporting equitable participation in digital environments. Although these studies highlight the value of digital literacy, its role in shaping the effect of workplace social media on engagement remains insufficiently examined. Therefore:

Hypothesis H5: Digital literacy moderates the relationship between social media usage and work engagement, such that the relationship is stronger at higher levels of digital literacy.

2.6. Research model

Grounded in Social Exchange Theory (Blau, 1964) and the Job Demands–Resources model (Bakker & Demerouti, 2007), this study proposes that the use of social media in the workplace acts as an organizational resource that enhances interaction, learning, and perceived support, thereby fostering organizational citizenship behavior. Additionally, social media usage influences work engagement, a mediating variable that reflects employees' positive psychological state and commitment. Furthermore, Digital literacy is identified as a crucial moderating factor that enhances the effectiveness of social media usage on work engagement, as employees with high digital literacy are better able to leverage social media to achieve higher performance and engagement. Based on these relationships, the proposed research model includes five hypotheses to clarify the interconnections among social media usage, work engagement, digital literacy, and organizational citizenship behavior in the context of digital transformation.

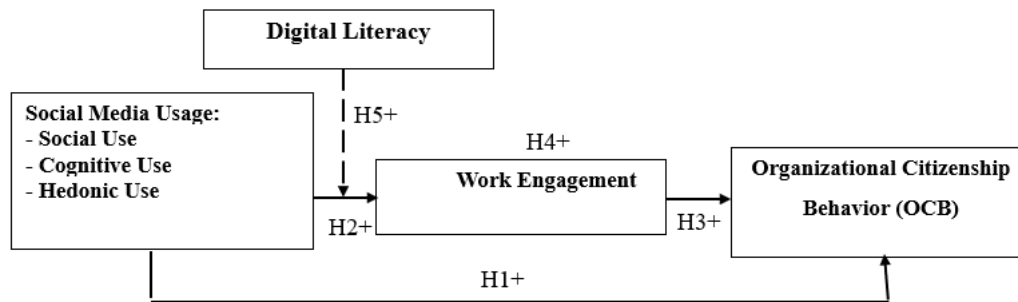


Figure 1. Proposed research model

3. Research methodology

3.1. Scale

The measurement scales were developed based on previously validated studies and adjusted to fit the context of SMEs in Ho Chi Minh City. The initial items measured four constructs: Social media usage (SMU), work engagement (WE), organizational citizenship behavior (OCB), and digital literacy (DL). To improve content validity and contextual relevance, the draft questionnaire was reviewed by nine experts, including university lecturers and business managers with experience in digital transformation and strategic innovation.

Based on their feedback, several items were revised, removed, or refined to ensure clarity, consistency, and suitability for SME employees.

After expert consultation, the questionnaire was finalized using a five-point likert scale, ranging from 1 = “strongly disagree” to 5 = “strongly agree.” The final survey was distributed to SME employees in Ho Chi Minh City via Google Forms. Respondents were approached through professional networks, business contacts, and referrals from SME managers who agreed to support the survey distribution.

Table 1. Measurement scales

Construct	Dimension / Component	Code	Final retained items	Source
Social media usage	Social use	SU	3	Ibrahim et al. (2022)
Social media usage	Cognitive use	CU	3	Ibrahim et al. (2022)
Social media usage	Hedonic use	HU	3	Ibrahim et al. (2022)
Work engagement	-	WE	4	Oksa et al. (2021)
Organizational citizenship behavior	-	OCB	5	Kataria et al. (2013)
Digital literacy	-	DL	8	Ng (2012)

As shown in Table 1, social media usage was conceptualized as a multidimensional construct comprising three lower-order components: Social use, cognitive use, and hedonic use. Each

component was measured by three retained items, resulting in nine items in total for social media usage. This revised presentation removes the previous distinction between “Number

of indicators” and “No. of adapted items” to avoid confusion and to more clearly reflect the measurement structure used in the analysis

3.2. Sampling

This study used a structured questionnaire administered via Google Forms to employees of SMEs in Ho Chi Minh City. Because a complete sampling frame of SME employees was not available and access to firms was limited, convenience sampling was adopted. Respondents were approached through professional networks, business contacts, and referrals from SME managers who agreed to support the distribution of the survey. Data was collected over three months, from May to July 2025, and 702 valid responses were retained for analysis. Although convenience sampling may limit representativeness and generalisability, the relatively large sample size provides sufficient statistical power for PLS-SEM analysis.

3.3. Data processing

The data were analyzed using PLS-SEM in SmartPLS 4. The measurement model was evaluated using outer loadings, cronbach's alpha, composite reliability, average variance extracted (AVE), and discriminant validity. The structural model was assessed through path coefficients, significance levels, collinearity, and explanatory and predictive power.

Social media usage was specified as a reflective-formative higher-order construct. Its three lower-order dimensions (social use, cognitive use, and hedonic use) were measured reflectively but formed the overall social media usage construct formatively. A two-stage approach was applied: the reliability and validity of the lower-order constructs were first assessed, after which their latent variable scores were used to estimate the higher-order social media usage construct. The formative model was evaluated based on collinearity and the relevance of its dimensions.

Common-method bias was addressed through respondent anonymity and statistical assessment. Harman's single-factor test showed that the first factor explained less than 50% of the total variance, while all VIF values were below the recommended threshold, indicating that common-method bias and multicollinearity were unlikely to threaten the results.

4. Research results and discussion

4.1. Sample characteristics and research scale statistics

Sample characteristics

The survey sample of 702 employees from SMEs in Ho Chi Minh City shows a diverse and representative structure (balanced gender ratio, predominantly aged 30–40, mostly holding bachelor's degrees, and varied work tenure). The scale statistics indicate moderately high average scores (3.54–3.67), with digital literacy ranking highest and organizational citizenship behavior ranking lowest; employees mainly use social media for learning and networking and demonstrate strong digital skills in information handling and data management, but remain weaker in digital ethics, data security, skill application at work, and voluntary behaviors on behalf of the organization. These findings suggest that enterprises should strengthen employee empowerment, enhance training in data security and digital ethics, and design meaningful internal activities to foster stronger engagement and organizational citizenship among employees. (*see Appendix 2 online*)

4.2. Assessment of measurement model for low-order constructs (LOC)

Scale reliability assessment

The analysis results in Appendix 3 (*see Appendix 3 online*) confirm the reliability and convergent validity of the social media usage dimensions. All outer loadings exceeded 0.83, ranging from 0.830 (SMU6) to 0.891 (SMU8),

above the recommended threshold of 0.70 (Hair et al., 2016). Cronbach's alpha values ranged from 0.805 to 0.846, while composite reliability values were 0.885 for cognitive use, 0.898 for social use, and 0.907 for Hedonic Use. The corresponding AVE values were 0.719, 0.747, and 0.765, all exceeding 0.50. These results establish satisfactory internal consistency and convergent validity; therefore, all indicators were retained for subsequent PLS-SEM analysis.

Discriminant validity assessment

Appendix 4 (*see Appendix 4 online*) presents the results of the discriminant validity assessment using the Fornell-Larcker criterion. The results show that the square root of the average variance extracted (AVE) for each construct is greater than its correlations with the other constructs in the model. Specifically, the square roots of AVE for cognitive use (CU = 0.848), digital literacy (DL = 0.758), hedonic use (HU = 0.875), organizational citizenship behavior (OCB = 0.812), Social Use (SU = 0.864), and work engagement (WE = 0.839) all exceed the corresponding inter-construct correlations. For example, the square root of AVE for digital literacy (0.758) is higher than its correlation with organizational citizenship behavior (0.612), and the square root of AVE for organizational citizenship behavior (0.812) is also greater than its correlation with digital literacy (0.612). These results confirm that each construct is empirically distinct from the others. Therefore, the measurement model satisfies the Fornell-Larcker criterion and demonstrates adequate discriminant validity.

4.3. Measurement Model Evaluation

The analysis results in Appendix 5 (*see Appendix 5 online*) confirm satisfactory reliability and convergent validity for digital literacy (DL), organizational citizenship behavior, and work engagement. Outer loadings ranged from 0.688 to 0.807 for digital

literacy, 0.799 to 0.840 for organizational citizenship behavior, and 0.773 to 0.881 for work engagement. Although, DL1 had the lowest loading (0.688), it was retained because it remained acceptable and contributed to the construct's content coverage (Hair et al., 2016). Cronbach's alpha values were 0.894 for digital literacy, 0.870 for organizational citizenship behavior, and 0.859 for work engagement, while all composite reliability values exceeded 0.90. The AVE values for digital literacy, organizational citizenship behavior, and work engagement were 0.575, 0.659, and 0.704, respectively, exceeding the 0.50 threshold. Therefore, all scales demonstrated adequate internal consistency and convergent validity and were retained for subsequent structural model analysis.

The results show that digital literacy, organizational citizenship behavior, and work engagement satisfy the Fornell-Larcker criterion because the square root of AVE for each construct is higher than its correlations with other constructs (Fornell & Larcker, 1981). However, social media usage does not fully meet this requirement, as its square root of AVE (0.700) is lower than its correlation with organizational citizenship behavior (0.790). This suggests a potential overlap between social media usage and organizational citizenship behavior and indicates that discriminant validity should be further verified using additional criterion (*see Appendix 6 online*).

All HTMT values range from 0.731 to 0.836, which are below the commonly recommended threshold of 0.85. Although the HTMT value between social media usage and organizational citizenship behavior is the highest (0.836), it remains within the acceptable range. This indicates that social media usage and organizational citizenship behavior are closely related but still empirically distinguishable (*see Appendix 7 online*).

Overall, although the Fornell-Larcker criterion suggests a potential discriminant validity concern between social media usage and organizational citizenship behavior, the HTMT results provide additional evidence that

discriminant validity is acceptable. Therefore, the measurement model can be considered suitable for subsequent structural model assessment.

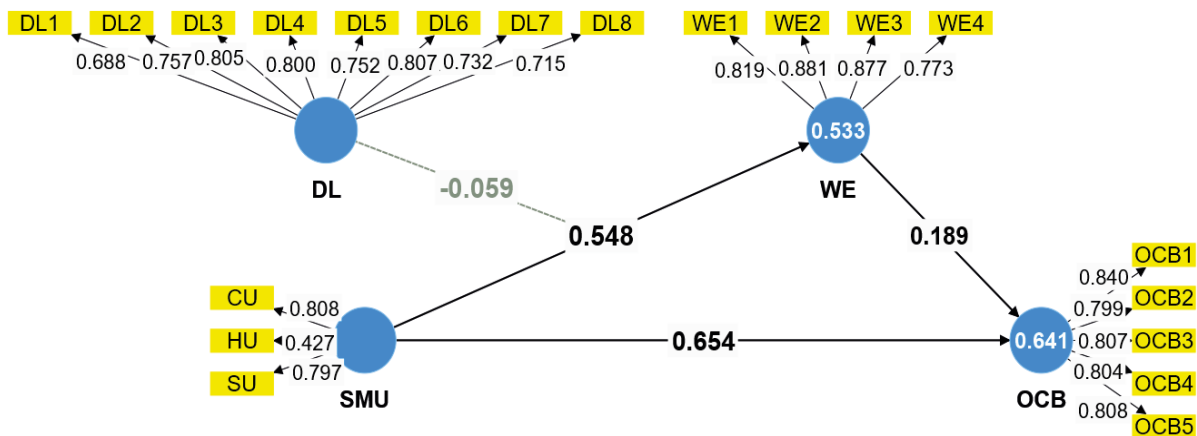


Figure 2. Research model evaluation results

4.4. Structural model evaluation

The results in Appendix 8 (see Appendix 8 online) show that VIF values ranged from 2.064 to 3.049, below the thresholds of 5.0 and the more conservative 3.3 criterion (Hair et al., 2016). Digital literacy (DL) recorded the highest VIF (3.049), but it remained acceptable. Thus, multicollinearity was not a serious concern.

The model also demonstrated acceptable fit (see Appendix 9 online). The SRMR values for the saturated (0.066) and estimated (0.078) models were below 0.08. The differences in d_ULS , d_G , and Chi-square between the two models were limited, while the NFI values of 0.831 and 0.821 indicated a relatively acceptable fit. These results supported further structural model evaluation.

The structural model exhibited satisfactory explanatory and predictive power (see

Appendix 10 online). It explained 64.1% of the variance in organizational citizenship behavior ($R^2 = 0.641$; adjusted $R^2 = 0.639$) and 53.3% of the variance in work engagement ($R^2 = 0.533$; adjusted $R^2 = 0.529$). Positive Q^2 values for organizational citizenship behavior (0.416) and work engagement (0.368) confirmed predictive relevance. Social media usage had a strong effect on organizational citizenship behavior ($f^2 = 0.577$) and a moderate effect on work engagement ($f^2 = 0.213$). In comparison, work engagement had a small effect on organizational citizenship behavior ($f^2 = 0.048$), while digital literacy had a very small effect on work engagement ($f^2 = 0.020$). Overall, social media usage was the principal explanatory factor in the model.

Table 2. Testing the research hypotheses

Hypothesis	Path	Original sample (O)	P values	Conclusion
H1	SMU -> OCB	0.654	$p < 0.001$	Supported
H2	SMU -> WE	0.548	$p < 0.001$	Supported
H3	WE -> OCB	0.189	0.004	Supported
H4	SMU -> WE -> OCB	0.104	0.002	Supported
H5	DL x SMU -> WE	-0.059	0.009	Supported

Table 2 shows that all five hypotheses are statistically supported at the 1% level. Overall, social media usage is the principal driver of organizational citizenship behavior, both directly and indirectly through work engagement, while digital literacy conditions the relationship between social media usage and work engagement.

H1 is supported because social media usage has a strong positive effect on organizational citizenship behavior ($\beta = 0.654$, $p < 0.001$). This result is consistent with evidence that workplace social media strengthens communication, trust, knowledge sharing, and collaboration, thereby encouraging employees to help colleagues and contribute beyond formal requirements (Ali-Hassan et al., 2015; Cao et al., 2016). It also supports research showing that digital interactions promote contributive behavior through observation, feedback, and reciprocal exchange (Huang & Sun, 2019; Jones et al., 2021). The strong effect may reflect the characteristics of SMEs in Ho Chi Minh City, where limited formal coordination systems increase reliance on flexible digital communication and mutual assistance.

H2 is supported, with social media usage positively affecting work engagement ($\beta = 0.548$, $p < 0.001$). This finding supports the Job Demands–Resources model, which identifies communication, information access, and social support as resources that enhance employee motivation (Bakker & Demerouti, 2007). It is also consistent with Leftheriotis

and Giannakos (2014), Oksa et al. (2021), and Wider et al. (2025), who found that workplace social media and digitally mediated social capital improve connectedness, engagement, and performance. For resource-constrained SMEs, social media may compensate for limited internal communication infrastructure by facilitating coordination and peer support.

H3 is supported because work engagement positively influences organizational citizenship behavior ($\beta = 0.189$, $p = 0.004$). This finding confirms that engaged employees are more likely to demonstrate initiative, dedication, and citizenship behavior (Babcock-Roberson & Strickland, 2010; Rich et al., 2010). It also aligns with Kim (2023) and McManus et al. (2025), who identified engagement as a mechanism connecting supportive workplace conditions with organizational citizenship behavior. However, its coefficient is considerably smaller than the direct effect of social media usage, suggesting that citizenship behavior in SMEs may depend more strongly on immediate communication and coordination needs than on psychological engagement alone.

H4 is supported because work engagement significantly mediates the relationship between social media usage and organizational citizenship behavior ($\beta = 0.104$, $p = 0.002$). This result is consistent with the Job Demands–Resources model and previous evidence that social media provides resources that strengthen engagement and subsequently promote positive organizational behavior (Oksa et

al., 2021; Wider et al., 2025; McManus et al., 2025). Nevertheless, the VAF value of 13.7% indicates that the indirect effect has limited practical magnitude and that social media usage primarily affects organizational citizenship behavior directly. Workplace social media may therefore encourage help and collaboration immediately by making work more connected and efficient, without necessarily operating through engagement.

H5 is also supported, as the interaction between digital literacy and social media usage significantly affects work engagement ($\beta = -0.059$, $p = 0.009$). However, the negative coefficient indicates that higher digital literacy weakens rather than strengthens the positive relationship between social media usage and work engagement. This finding differs from studies suggesting that digital capabilities amplify the benefits of technology use (Liu et al., 2025; Oberländer et al., 2020). A possible explanation is that digitally literate employees already possess the capabilities needed to access information, communicate, and solve problems through multiple channels, making them less dependent on workplace social media. Conversely, employees with lower digital literacy may gain greater engagement benefits from the accessibility and support provided by social media. This interpretation is compatible with Ibrahim et al. (2022), who showed that social media outcomes depend on users' competence, self-regulation, and patterns of technology use.

In summary, social media usage strongly promotes organizational citizenship behavior and work engagement, while work engagement provides a smaller complementary pathway. digital literacy acts as a boundary condition that reduces the positive SMU–WE relationship at higher levels. These findings extend previous research by showing that digital literacy does not necessarily strengthen every effect of digital

technology. In SMEs in Ho Chi Minh City, resource constraints, informal coordination, rapid digital adoption, and uneven employee capabilities determine how workplace social media is translated into engagement and citizenship behavior.

5. Conclusion, managerial implications, and limitations

5.1. Conclusion

This study examined the role of social media usage in shaping organizational citizenship behavior among employees in SMEs in Ho Chi Minh City, with work engagement as a mediating mechanism and digital literacy as a moderating condition. The findings indicate that social media usage is an important factor in encouraging employees' voluntary and supportive behaviors in the workplace. In addition, work engagement helps explain part of the relationship between social media usage and organizational citizenship behavior, suggesting that social media can enhance citizenship behavior not only through direct digital interaction but also by fostering employees' psychological engagement.

The study also shows that digital literacy plays a boundary role in the relationship between social media usage and work engagement. Rather than uniformly strengthening the effect of social media usage, digital literacy changes the extent to which employees rely on workplace social media for engagement. This finding provides a more nuanced understanding of digital transformation in SMEs, where employees differ in their digital capabilities and where social media may function differently across employee groups.

Overall, this study contributes to Social Exchange Theory and the Job Demands–Resources model by showing that workplace social media can serve as both a relational and

motivational resource in SME settings. The findings also provide contextual evidence from Ho Chi Minh City, where SMEs often operate with limited formal communication systems and rely heavily on flexible, informal coordination. Therefore, using social media strategically can help SMEs strengthen engagement, cooperation, and organizational citizenship behavior, provided that digital practices are aligned with employees' capabilities and work needs.

5.2. Managerial implications

The findings provide several practical implications for SMEs in Ho Chi Minh City. *First*, managers should treat workplace social media as a strategic internal coordination tool rather than merely an informal communication channel. Because social media usage supports organizational citizenship behavior, SMEs should design digital spaces that facilitate knowledge sharing, peer support, quick problem solving, and recognition of voluntary contributions. This is particularly important for SMEs, where formal communication systems are often limited and daily coordination depends heavily on flexible interaction.

Second, social media initiatives should be combined with engagement-building practices. The findings suggest that social media can support work engagement, but engagement only partially explains the relationship between social media usage and citizenship behavior. Therefore, managers should complement internal social media use with regular feedback, recognition, task autonomy, opportunities to apply employees' skills, and supportive leadership. These practices can help transform digital interaction into stronger psychological engagement and more stable citizenship behavior.

Third, SMEs should tailor digital practices to employees' digital literacy levels. Employees with lower digital literacy may benefit from structured guidance, peer mentoring, usage templates, and clear rules for online

communication. By contrast, employees with higher digital literacy may respond better to autonomy, more advanced digital tools, and involvement in process improvement. In addition, SMEs should provide short training sessions on digital ethics, privacy, and data security because the descriptive results indicate weaker scores in these areas. Overall, SMEs should adopt a pragmatic approach by using accessible social media tools to strengthen coordination, engagement, and citizenship behavior without requiring costly enterprise-level systems.

5.3. Limitations and future research directions

Despite its contributions, this study has several limitations. *First*, the study employed a cross-sectional design, with all data collected at a single point in time. Therefore, the findings indicate statistical associations rather than definitive causal relationships. Future studies should use longitudinal or time-lagged designs to better examine how social media usage, work engagement, and organizational citizenship behavior evolve over time.

Second, the study relied on self-reported data from employees, which may raise concerns about common method bias and subjective evaluation. Although procedural remedies, Harman's single-factor test, and VIF assessment were applied, future research could strengthen validity by combining employee responses with supervisor ratings, peer assessments, or behavioral indicators of organizational citizenship behavior and digital interaction.

Third, the study used convenience sampling and focused only on SMEs in Ho Chi Minh City. Although the sample size of 702 provides adequate statistical power, the use of non-probability sampling limits the generalisability of the findings. In addition, the study did not provide a detailed industry distribution of participating SMEs, and the response rate could not be fully assessed because the survey

was distributed through professional networks, business contacts, and referrals from SME managers. Future studies should report industry-level sample characteristics, response rates, and test the model in other geographical settings, industries, rural contexts, and larger enterprises.

Fourth, the model does not include all possible antecedents of organizational citizenship behavior in SME settings. Factors such as leadership style, organizational culture, job stress, psychological safety, and perceived organizational support may also influence how social media usage translates into employee outcomes. Future research could integrate these variables to provide a more comprehensive explanation of digital interaction and workplace behavior.

Finally, the negative moderating role of digital literacy, although statistically significant, had a relatively small effect size. Therefore, this finding should be interpreted cautiously. Future studies should examine whether this

pattern is specific to SMEs, emerging-market contexts, or types of workplace social media use. Future research may also explore different dimensions of digital literacy, such as technical skills, critical evaluation, digital ethics, and data security awareness.

Funding acknowledgment

This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

Data availability

The data supporting the findings of this study are available from the corresponding author upon reasonable request.

AI usage statement

During manuscript preparation, the authors used ChatGPT (OpenAI) for language editing and structural support. The authors reviewed and edited all AI-assisted output and took full responsibility for the final content.

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