

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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Appendix 1. Measures of all variables

Social Use:

SMU1: I frequently use social media to maintain and expand relationships with colleagues.

SMU2: I use social media to connect with professional communities or expert groups.

SMU3: I use social media to share non-work-related information to build bonds with coworkers.

Cognitive Use:

SMU4: I frequently use social media to search for work-related information.

SMU5: Social media helps me stay updated on new trends or knowledge related to my profession.

SMU6: I use social media to learn from the experiences of others in the industry.

Hedonic Use:

SMU7: I use social media to relax during work hours.

SMU8: I feel comfortable and happy when using social media at the workplace.

SMU9: Social media helps me relieve stress from daily work tasks.

WE1: Can you influence the amount of work assigned to you?

WE2: Do you have any influence on what you do at work?

WE3: Is your work meaningful?

WE4: Can you use your skills or expertise at work?

DL1: I am proficient in using office software (Word, Excel, PowerPoint).

DL2: I am confident in using online meeting tools (Zoom, Teams, Google Meet).

DL3: I can find and install applications that support my work.

DL4: I am skilled in storing, backing up, and sharing data via cloud services (Google Drive, Dropbox...).

DL5: I usually verify the accuracy of information before applying it.

DL6: I am capable of distinguishing between reliable and unreliable sources of information.

DL7: I use Information and Communication Technology responsibly, respecting privacy and copyright.

DL8: I understand and comply with data security regulations and internal policies when using Information and Communication Technology.

OCB1: I willingly help others who have work-related problems.

OCB2: I make innovative suggestions to improve the department.

OCB3: I attend meetings that are not mandatory but are considered important.

OCB4: I help orient new people even though it is not required.

OCB5: I take action to protect the organization from potential problems.

Appendix 2. Sample characteristics

Table 2. Sample characteristics

Demographic variables		F	%
Gender	Male	389	55.41
	Female	313	44.59
Age	Under 30 years old	225	32.05
	From 30 to 40 years old	287	40.88
	From 40 to 50 years old	143	20.37
	over 50 years old	47	6.7
Type of enterprise	private enterprise	45	6.41
	limited liability company	478	68.09
	joint-stock company	179	25.5
Educational level	High School	100	14.25
	Bachelor	392	55.84
	Master	207	29.48
	PhD	3	0.43
Working experience	Under 4 years	231	32.90
	From 4 to 8 years	125	17.81
	From 8 to 12 years	90	12.82
	More than 12 years	256	36.47

Note: N = 702; F: Frequency; %: Percent

The survey data collected from 702 employees working at small and medium-sized enterprises (SMEs) in Ho Chi Minh City reveal that males account for 55.41% and females for 44.59%. In terms of age, the majority of respondents are between 30 and 40 years old (40.88%), followed by those under 30 (32.05%), those between 40 and 50 (20.37%), and those over 50 (6.7%). Most participants work at limited liability companies (68.09%), followed by joint-stock companies (25.5%) and private enterprises (6.41%). Regarding educational background, 55.84% hold a bachelor's degree, 29.48% have a master's degree, 14.25% have completed high school, and only 0.43% hold a doctoral degree. In terms of working experience, 36.47% have more than 12 years of experience, 32.90% have less than 4 years, 17.81% have 4–8 years, and 12.82% have 8–12 years. These characteristics indicate that the survey sample is diverse in terms

of gender, age, educational attainment, and work tenure, providing a relatively comprehensive representation of the workforce in SMEs in Ho Chi Minh City.

Research scale statistics

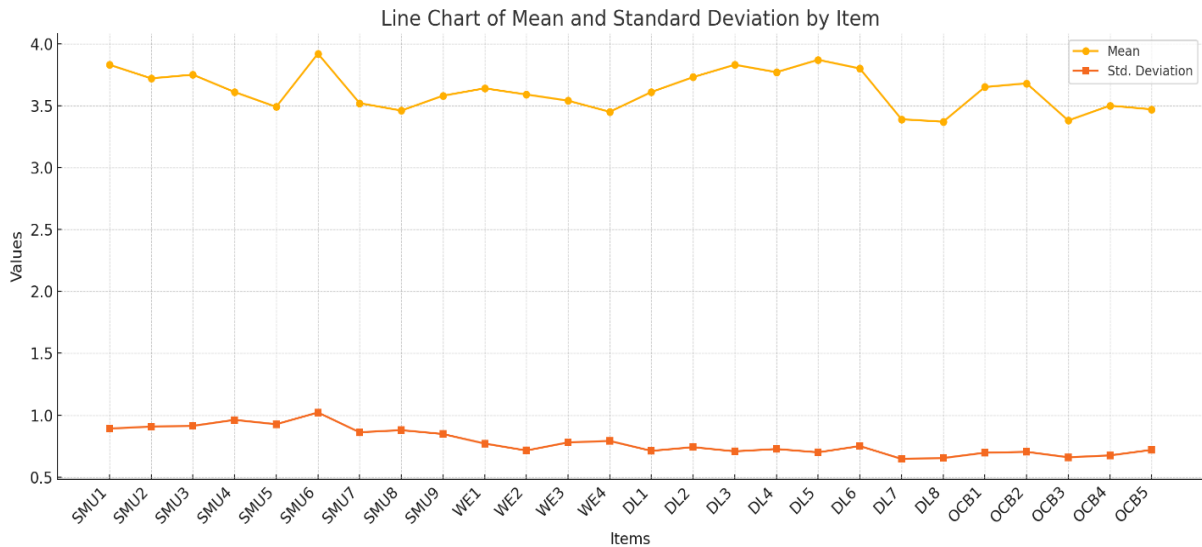


Figure 1. Mean and Standard Deviation by Item

The statistical results of the measurement scales show that the average scores across the variable groups are moderately high ($\approx 3.54\text{--}3.67$), with Digital Literacy (DL) ranking highest, followed by Social Media Usage (SMU), and Organizational Citizenship Behavior (OCB) ranking lowest. The standard deviations, mostly ranging from 0.65 to 0.92, reflect a moderate level of agreement among respondents. In the SMU group, employees tend to use social media more for learning and networking purposes (SMU6 = 3.92; SMU1 = 3.83) than for entertainment or relaxation, while lower scores for SMU5 (3.49) and SMU8 (3.46) indicate that updating professional trends and feeling comfortable using social media in the workplace remain limited. Work Engagement (WE) scores are relatively even (3.45–3.64), with WE1 (3.64) the highest, reflecting employees' perceived influence on workload, and WE4 (3.45) the lowest, indicating that opportunities to apply skills are not fully optimized. DL stands out in verifying information, finding and installing applications, and storing–sharing data (DL5 = 3.87; DL3 = 3.83; DL4 = 3.77), but is weaker in digital ethics and compliance with data security (DL7 = 3.39; DL8 = 3.37). Meanwhile, OCB scores are high for making innovative suggestions (OCB2 = 3.68) and helping colleagues (OCB1 = 3.65) but lower for attending non-mandatory meetings (OCB3 = 3.38) and protecting the organization (OCB5 = 3.47), indicating that voluntary behaviors beyond formal job requirements are less frequent. These findings suggest that organizations should enhance empowerment, create opportunities for skill application, strengthen data security and privacy training, and design meaningful internal activities to foster stronger organizational citizenship behaviors.

Appendix 3. Results of the quality assessment of observed variables (LOC)

	Outer loading	Cronbach's alpha	Composite reliability (rho_c)	Average variance extracted (AVE)
SMU1	0.853	0.83	0.898	0.747
SMU2	0.871			
SMU3	0.868			
SMU4	0.872	0.805	0.885	0.719
SMU5	0.842			
SMU6	0.830			
SMU7	0.888	0.846	0.907	0.765
SMU8	0.891			
SMU9	0.844			

Appendix 4. Fornell-Larcker Results

	CU	DL	HU	OCB	SU	WE
CU	0.848					
DL	0.625	0.758				
HU	0.089	0.474	0.875			
OCB	0.632	0.612	0.415	0.812		
SU	0.446	0.603	0.089	0.586	0.864	
WE	0.570	0.648	0.315	0.659	0.577	0.839

Appendix 5. Results of the quality assessment of observed variables

	Outer loading	Cronbach's alpha	Composite reliability (CR)	Average variance extracted (AVE)
DL1	0.688	0.894	0.915	0.575
DL2	0.757			
DL3	0.805			
DL4	0.800			
DL5	0.752			
DL6	0.807			

DL7	0.732			
DL8	0.715			
OCB1	0.840	0.870	0.906	0.659
OCB2	0.799			
OCB3	0.807			
OCB4	0.804			
OCB5	0.808			
WE1	0.819	0.859	0.904	0.704
WE2	0.881			
WE3	0.877			
WE4	0.773			

Appendix 6. Fornell-Larcker Results

	DL	OCB	SMU	WE
DL	0.758			
OCB	0.612	0.812		
SMU	0.600	0.790	0.700	
WE	0.648	0.659	0.618	0.839

Appendix 7. Heterotrait-Monotrait Ratio (HTMT)

Construct	DL	OCB	SMU	WE
DL				
OCB	0.742			
SMU	0.731	0.836		
WE	0.778	0.801	0.754	

4.4. Structural Model Evaluation**Appendix 8. Variance Inflation Factor (VIF) Values**

	DL	OCB	SMU	WE
DL				3.049
OCB				
SMU		2.064		3.017
WE		2.064		

Appendix 9. Model Fit Assessment

	Saturated model	Estimated model
SRMR	0.066	0.078
d_ ULS	0.922	1.265
d_ G	0.387	0.433
Chi-square	820.964	866.966
NFI	0.831	0.821

Appendix 10. Structural model assessment

Construct	R-square	R-square adjusted	Q ²	f-Square			
				DL	OCB	SMU	WE
OCB	0.641	0.639	0.416				
WE	0.533	0.529	0.368		0.048		
SMU	-	-	-		0.577		0.213
DL	-	-	-				0.020