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# The Effect of Enterprise Social Media Usage on Job Satisfaction in Perfume Market in Saudi Arabia

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## Abstract

Enterprise social media usage is increasingly being recognized as an important technical tool used in the workplace, yet limited research has been conducted on its impact on employee satisfaction. To fill this gap, this study aims to investigate the relationship between enterprise social media usage and job satisfaction in the perfume sector in Saudi Arabia. A quantitative research methodology was employed, which was empirically validated through an online survey conducted with 300 employees in the Saudi perfume industry.

The results support the proposed hypotheses and reveal that enterprise social media usage positively influences job satisfaction. These results contribute to the limited literature on enterprise social media usage in Saudi Arabia and provide practical insights for managers in the perfume industry. Managers and perfume companies can utilize these findings to instruct their employees on the effective use of social media, thereby enhancing job satisfaction.

**Keywords:** Enterprise Social Media Usage (ESMU), Social Media at Work, Job Satisfaction, Perfume Market, Saudi Arabia.

## Introduction

The rapid development of technology has changed many aspects of our lives (Greengard, 2021), including the work environment (Townsend, 2000). This change

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introduced an excess of digital tools and platforms designed to improve employee communication, collaboration, and knowledge sharing (Hannola et al., 2018). One of the tools is enterprise social media, which provides a digital space for employees to connect, interact, and share information (Li et al., 2021). Enterprise social media has become an inseparable part of the workplace (Alimam, 2017), transforming the way organizations operate, communicate, and collaborate (Jiang et al., 2016).

There are two types of enterprise social media: public platforms and private systems. Public platforms refer to the use of widely accessible social media sites such as Instagram, Facebook, and LinkedIn by organizations to fulfill strategic objectives (Poppel, 2020). In contrast, private systems involve the deployment of open-source or proprietary software on organizational servers, primarily to mitigate concerns related to personal security (Türkel, 2022). This research focuses on public enterprise social media platforms. Although ESMU has become increasingly embedded in organizational practices, questions remain about the benefits to employees (Beal, 2015). While enterprise social media has gained widespread adoption, its impact on employee job satisfaction remains a subject of ongoing research (Lu et al., 2019). Several studies have highlighted the benefits of ESMU, including job satisfaction in many countries (Ma et al., 2020; Demircioğlu, 2018; Moqbel et al., 2013; Alahmad et al., 2018). Saudi Arabia is an interesting case because, in Saudi Arabia, the rate of social media usage for both daily activities and work is high compared to other countries (Alghamdi & Plunkett, 2021). The high internet penetration levels and the young population in Saudi Arabia make it the second-ranked worldwide with a high internet penetration rate. The average daily time that users spend on social media in Saudi Arabia is about 3.06 hours. (Statista, 2024). Despite this, there is no research specifically investigating the effects of ESMU on job satisfaction in Saudi Arabia, specifically in the perfume market. Considering the country's evolving digital

landscape and its unique cultural dynamics (Shawli, 2021), this study aims to investigate how ESMU affects job satisfaction in Saudi Arabia's perfume industry.

### **Research Question**

Does ESMU affect job satisfaction among Saudi perfume market employees?

### **Research Objective**

The main objective of this research is to investigate the effect of ESMU on job satisfaction in the perfume market in Saudi Arabia.

### **Research Potential Contribution**

It is evident that ESMU has experienced growth recently (Subagja et al., 2022). At the time of writing this research, no studies are addressing this topic in the Middle East, specifically in Saudi Arabia. This conclusion is drawn from the researcher's extensive investigation utilizing resources such as Google Scholar, Scispace, and deep knowledge databases. Additionally, a statement from The King Fahd National Library corroborates the lack of research on this subject, and this certificate is included in Appendix A.

The researcher for ESMU used the following search terms: enterprise social media usage, social media at work, enterprise social software, ESMU, ESM, internal social media, corporate social media, and enterprise, along with the terms use or usage. For job satisfaction, the terms were employee, worker, or staff combined with satisfaction or satisfy. For the perfume market, the researcher used the terms perfume or fragrance.

The table of research gap matrix in Appendix B shows that there is no research about the ESMU and its impact on the job satisfaction of employees in Saudi Arabia, and there is no research about the ESMU in the perfume market in any country in the world.

The research takes advantage of this gap to fill it, especially because the perfume market in Saudi Arabia was valued at \$1.8 billion in 2023 (IMARC, 2023). Also, according to a report by the research company IMARC (2023), by 2032, it is projected the perfume market to have grown to \$2.6 billion, with a 4.1% compound annual growth rate from 2024 to 2032. The report of Euromonitor International (2023) found that Saudis spend over \$700 per month on oriental fragrances and essential oils.

Based on the Ocean X (2023) report, the total size of the perfume market in the world reached \$43.9 billion in 2022, and Saudi Arabia leads the market with a share of 68.9%. The study of Ocean X (2023) also showed that the per capita consumption of perfumes in Saudi Arabia is eight times higher than the per capita in Europe.

Also, Saudi Arabia's consumption of oud -a rare, precious fragrance ingredient derived from infected heartwood of the agarwood tree, known for its rich, complex aroma in luxury perfumery (Pearlstone & Gastinger, 2022)-amounts to 60-65% of the oud market in the entire world, that is, more than half of the world's consumption, with sales exceeding three billion riyals annually only on oud and oud oil, which is approximately 900 million dollars annually (Euromonitor International, 2023).

The findings will provide organizational leaders, managers, and HR professionals in the perfume market with information about the potential benefits of enterprise social media because leaders who understand the benefits of these platforms recognize their positive effects, while also being aware of the challenges they present. This understanding enables them to take proactive measures, empowering them to make well-informed choices regarding the integration and management of enterprise social media platforms in the workplace.

So, the findings will give them the knowledge that they need to enhance the power of the enterprise's social media, ensuring that its implementation affects positively

the workplace so that it ultimately contributes to increasing employee job satisfaction.

## Literature Review

### ESMU:

Enterprise social media has emerged as a transformative tool in the workplace, offering a platform for communication, collaboration, and knowledge sharing (Li et al., 2021). It seems that ESMU is used in two ways: first, for organizational communication with external parties, such as customers (Johannsen, 2018), suppliers (Birkel & Müller, 2022), and the public in general (Leonardi et al., 2013), which has been more commonly studied. The second way, which is the least common way that has been studied so far, is in which it is used enterprise social media; it is internal communication and social interaction within the institution. (AlShawabkeh et al., 2018; Schiller & Meiren, 2018).

Enterprise social media platforms enable employees to communicate, collaborate, and share knowledge in real-time, which helps make the work environment innovative, creative, and productive. (Sun et al., 2020; Pitafi et al., 2018). By enabling seamless communication, enterprise social media platforms speed up decision-making, reduce misunderstandings, and simplify collaboration (Guo, 2023). Creativity, innovation, and problem-solving abilities are increased for employees who can easily collaborate on projects, share documents, and exchange information (Chen et al., 2023; Pitafi et al., 2018). Corporate social media platforms are also knowledge repositories, which encourage knowledge sharing and foster a culture of continuous learning (Rizkallah, 2021). Additionally, corporate social media platforms help foster a sense of belonging, community, and engagement among employees, leading to increased motivation and productivity (Randall et al., 2020). Furthermore, corporate social media facilitates access to information, resources,

and support and helps employees perform their jobs more effectively, contributing to the success of the organization (Pitafi et al., 2018; Osoro, 2020). It can also have significant impacts on communication within the workplace, impacting organizational communication issues such as interaction with new employees, knowledge sharing and management, employee relationship-building abilities, and social capital (Louati & Hadoussa, 2021; Leonardi et al., 2013). While corporate social media has many advantages and benefits, there are several issues that companies may need to address. Examples of these issues include the constant presence and enduring nature of corporate social media, which can lead to an imbalance between work and life for employees, blurring the lines between the personal and professional spheres. It can also cause employee burnout and stress (Sun et al., 2021). The sheer volume of information available on corporate social media platforms can overwhelm employees, making it difficult to discern relevant and actionable insights (Chen et al., 2019). Furthermore, according to Laitinen and Sivunen (2020), sharing personal information on enterprise social media platforms raises privacy concerns, as employees may inadvertently expose sensitive data. Moreover, enterprise social media platforms are vulnerable to cybersecurity threats, such as data breaches, phishing attacks, and malware infections, which can compromise sensitive organizational data and disrupt operations (Choudrie & Zamani, 2016). Robust cybersecurity measures, including encryption, access controls, and employee awareness training, are crucial to safeguard against these threats (Rana et al., 2019). In addition, the study explored by Žufan et al. (2020) examines how company characteristics, such as age and size, can influence the use of social media by SMEs. Enterprise social media also help in informal learning within organizations, as social media platforms are considered valuable tools that help improve knowledge within companies, noting that there are differences in usage across different generations within companies (Kotamena & Tukiran, 2020). The findings of the research conducted by Men et al. (2020) indicate that the use of

enterprise social media by employees enhances the perceived level of transparency and organizational identity, which leads to employee engagement.

### **Job Satisfaction:**

Job satisfaction has been a major area of research (Judge et al., 2020). People are divided into two groups; one of them loves work and feels that work is an important part of their lives; the other finds the work unpleasant and works only because they have to (Ali & Anwar, 2021). Job satisfaction is a varied, complex, and crucial phenomenon (Ravari et al., 2012). Job satisfaction, according to Ayalew (2016), is one's attitude toward his or her job. It cannot be seen; only inference can be reached. Job satisfaction results from a thorough evaluation of numerous aspects of a job, such as the working environment, career advancement, and colleagues (Diestel et al., 2014). Job satisfaction can also be defined as the combination of psychological, physiological, and environmental elements that allow a person to honestly tell those around him, "I am satisfied with my job" (Hoppock, 1935). It also affects employee motivation, and employee motivation affects productivity and thus company performance (Riyanto et al., 2021).

Understanding employee satisfaction levels is crucial for a variety of reasons, and the findings of job satisfaction studies have an impact on both the firm and its employees (Ali & Anwar, 2021). From the standpoint of the employee, it is apparent that people desire to be treated fairly. Employee satisfaction and respect at work may suggest that they are being treated fairly. Employees who are satisfied in their jobs perform better, which has an impact on the company's outcome (Smith et al., 2020).

Employee satisfaction is widely recognized to be a major factor in employee productivity and retention. Employee satisfaction is required for increased productivity, responsiveness, quality, and service recognition (Yee et al., 2008). The

interactions that employees have with their colleagues have a significant impact on how satisfied or dissatisfied they are with their jobs (Alahmad et al., 2018).

According to Wegge et al. (2007), job satisfaction is important since it has been connected to other important organizational outcomes, including absenteeism and turnover reduction. Job satisfaction is affected by several factors: Stamolampros et al. (2019) examined job satisfaction and determinants of employee turnover in services by analyzing online employee reviews. This study found that leadership and cultural values are factors that affect job satisfaction in service industries. It also showed that every increase in job satisfaction leads to an increase in profit. Kanapathipillai and Azam (2020) tried in their study to understand how training programs enhance job satisfaction and performance in a specific industry. The study done by Pullins et al. (2020) indicates that technical stress leads to decreased job satisfaction among sales workers. Behravesht et al. (2020) demonstrated the effects of participation in the decision-making process on job satisfaction and behavior, and his study emphasized the importance of employee participation in decision-making processes to enhance job satisfaction. Demircioglu's (2020) study found that innovations from the bottom of the hierarchy to the top positively affect employees' job satisfaction; in contrast, innovations from the top down do not affect job satisfaction, which highlighted the importance of the role of innovation in enhancing job satisfaction.

## **Research Model and Hypotheses Development**

### **ESMU and Job Satisfaction:**

Multiple studies have focused on the positive impact of ESMU on several issues. Moqbel et al. (2020) found that ESMU can improve work perceptions and decrease turnover intention, while ESMU leads to enhanced employee engagement (Men et al., 2020). In addition, ESMU has a positive impact on knowledge acquisition and



knowledge provision, which further facilitates creative performance (Sun et al., 2020) and influences and enhances organizational learning (Qi & Chau, 2016). The study by Louati & Hadoussa (2021) shows a positive influence of ESMU on social capital, impacting knowledge sharing among employees and leading to better work performance. On the other hand, Fu et al. (2019) explore the positive effect of ESMU on job satisfaction with the mediation of social capital in China. However, the study by Ibrahim (2021) in Indonesia found no relationship between ESMU and job satisfaction. Research results vary across countries, meaning that the impact of ESMU on job satisfaction changes across countries and cultures.

The level of job satisfaction experienced by employees is influenced by their interactions with colleagues (Alahmad et al., 2018), and ESMU plays an important role in facilitating these interactions. The social connections provided by ESMU enable employees to engage with colleagues, promoting social support, which positively affects job satisfaction (Moqbel et al., 2013). ESMU serves as a platform for social contact and relationship building among employees, fostering a sense of social support and trust that can enhance their overall job satisfaction (Wu et al., 2021). Furthermore, research indicates that using social media for work-related purposes can have a positive effect on employee attitudes and performance, as compelling experiences, engagement, and active participation lead to increased satisfaction levels (Ma et al., 2020; Demircioğlu, 2018; Moqbel et al., 2013). Moreover, the ESMU also contributes to employee engagement and commitment, which further reinforces their job satisfaction (Moqbel et al., 2013). Also, employees with different genders show significant differences (Ma et al., 2020). Therefore, ESMU offers numerous benefits that enhance job satisfaction and overall employee well-being (Ma et al., 2020). Hence, it is hypothesized that:

**H1:** ESMU positively affects employee job satisfaction.

## Conceptual Model

Figure 1 presents the proposed conceptual model of this study.



Figure (1): conceptual Model 1

## Research Methodology

Research usually uses either a deductive or inductive approach, and each research explains the approach it will follow. A deductive approach is appropriate when there is a large amount of existing research that can be used to develop hypotheses (Siponen & Klaavuniemi, 2020). An inductive approach involves developing theories based on the collection and analysis of data (Vears & Gillam, 2022).

Inductive: starts with data → develops a theory.

Deductive: starts with a theory → tests it with data.

Due to the number of previous studies on the factors influencing job satisfaction, the deductive approach was adopted in this research. In the deductive approach, the research aims and objectives are verified by analyzing and testing the hypothesis to determine the validity of the relationship between the study variables. Hence, the research aims and objectives were addressed by analyzing and testing the hypothesis to assess the validity of the relationship between ESMU and job satisfaction. This process involved using previous theories and studies to guide the hypothesis, which was then tested through empirical data.

## Research Strategy

The research strategy describes the approach the researcher will adopt to obtain data that will support the purpose of the study. The purpose of this study is to investigate

the relationship between ESMU and job satisfaction among Saudi perfume market employees. The method used in this research is an online questionnaire, which is the most common tool used in exploratory and descriptive research fields within businesses (Jain, 2021). While reviewing the literature, the researcher found that the majority of studies used quantitative methods to investigate the factors influencing job satisfaction (Andreas, 2022; Ali & Anwar, 2021; Alahmad et al., 2018; Mishra, 2013). As a result, this study takes a quantitative approach. Online questionnaires are thought to be an efficient way to reach a large number of people in a population (Braun et al., 2020; Regmi et al., 2017). Furthermore, online questionnaires provide an easy and cost-effective way to reach a large number of Saudi perfume market employees. This quantitative data-collecting method allows for a statistical study of the association between ESMU and job satisfaction, offering objective and measurable outcomes.

## Research Design

This study uses both primary and secondary data to produce comprehensive and clear results. Primary data is information obtained through direct interaction with participants, which takes the form of an online questionnaire. Secondary data was obtained from books, magazines, academic articles, and scientific sources; they were accessed through databases such as Google Scholar, Scispace, and Deep Knowledge.

## Population and Sampling:

This study's population includes all perfume market workers in Saudi Arabia. According to the National Labor Observatory (2023), 10.9 million Saudis work in the private sector; including the perfume market, and due to the lack of data on the number of employees in the perfume sector in Saudi Arabia, the Saudi Statistics Authority was contacted, and they reported that they did not have this information; the number of employees was searched for by collecting information on the number

of employees in some companies on LinkedIn. This table is considered approximate and incomplete due to the lack of familiarity with all perfume shops in Saudi Arabia.

Table (1): Numbers of perfume employees in Saudi Arabia (source: Linked in)

Perfume store	Number of employees in Saudi Arabia
Deraah store	4500
Arabian Oud	3700
Almajed Oud	1800
Oud Elite	1001
Ajmal Perfumes	1000
Abdul Samad Al Qurashi	1000
Ibrahim Al Qurashi Perfumes	501
Dkhoun AlEmirati	500
Laverne	500
Reef Perfumes Company	200
Assaf Perfumes	50
Total	14752

Total Population Sampling is the most effective sampling technique, but it is difficult, if not impossible, in the case of a large population, so this study uses a non-probability sampling strategy, particularly the convenience sampling method (Etikan et al., 2016); because it is impossible to cover all perfume market employees in Saudi Arabia. After conducting a search based on statistical rules at a confidence level of 95% and a margin of error of 5%, the required sample size was determined to be 383. The researcher attempted to distribute the questionnaire to perfume companies through various social media platforms, LinkedIn, direct communication with management, emails, and going to the main exhibitions of the companies. However, only Junaid Perfumes Company responded, sending the questionnaire to some of its employees. Consequently, the questionnaire was distributed to 405 employees across different regions in Saudi Arabia via their personal LinkedIn accounts. It was also shared in gatherings on Telegram and Snapchat, and face-to-face communication was conducted with perfume employees in Mecca, Jeddah, and Medina. Some employees refused to participate, as they believed the questionnaire would not provide them with any personal benefit. In the end, 319 responses were collected, 19 of which were

excluded for statistical reasons to maintain reliability, resulting in a final sample of 300 responses across various job roles, levels, departments, and regions to capture a diverse range of perspectives on ESMU and job satisfaction.

### **Research Measurement**

To verify the hypothesis, an online questionnaire was sent to male and female employees in the perfume market in Saudi Arabia. The questionnaire was sent through social networks and divided into two parts: the first part will request the demographical details (gender, educational background, and work status) and to know the social media programs used to work in the perfume market in Saudi Arabia; there is a question about the most used social media programs in the organization, as shown in Appendix C with other demographic questions; and the second part uses indicators to examine the effect of ESMU on job satisfaction. In order to verify the hypothesis, the table in Appendix D includes a total of 26 items collected from employees in the perfume market in Saudi Arabia. The researcher briefly introduced the purpose of this study, and then the participants who are employees in the perfume market, answered questions about their ESMU and their job satisfaction.

Statistical analysis with SPSS is used to examine the questionnaire results data. The statistics cover internal consistency, descriptive statistics, total scores of scales, and Pearson correlation.

### **Validity and Reliability:**

To ensure the validity and reliability of the survey instrument and achieve a higher Pearson correlation, the questionnaire was translated into Arabic, using both forward and back-translation methods to ensure accuracy. Additionally, the questionnaire was reviewed by two professors for arbitration. Multiple-item scales were used to enhance measurement precision.

For ESMU, an 11-item scale was employed using a 5-point Likert scale, ranging from "1–Always " to "5–Never." To measure job satisfaction, a 15-item scale was used with a 5-point Likert scale ranging from "1–Strongly Agree" to "5–Strongly Disagree."

Table (2): Reliability Statistics

Dimension	Cronbach's Alpha	Cronbach's Alpha	N of Items	Interpretation
ESMU	.823	.847	11	High
Job satisfaction	.888	.888	15	High

The Cronbach's Alpha value for both ESMU (0.847) and job satisfaction (0.888), which indicates high reliability. This means that the internal consistency of the survey items is strong, and the responses are reliable for measuring job satisfaction and related constructs.

## Data Analysis and Results

### Analysis Demographic Information:

The findings were outlined and derived from the analysis of the demographic information of the study sample. Table 3 shows the participant's employee demographic characteristics.

Table (3): Demographic characteristics of employee participants

Variable	Category	Frequency	Percent
Gender	Male	170	56.7
	Female	130	43.3
Age (Years)	18–24	41	13.7
	25–34	175	58.3
	35–44	69	23
	45–54	13	4.3
	55–64	2	0.7
Marital status	Single	166	55.3
	Married	113	37.7
	Divorced	21	7
Highest Level of Education	High School or less	68	22.7
	Diploma	42	14
	Bachelor's degree	172	57.3

	Master's Degree	16	5.3
	Doctorate Degree	2	0.7
<b>Monthly Income</b>	SR5,000 or below	178	59.3
	SR5,001-10.000	83	27.7
	SR10,001-20,000	22	7.3
	SR 20,001-30.000	7	2.3
	SR 30,001-40.000	4	1.3
	SR 40,001 or above	6	2
	<b>The region where the participants are residing in</b>	Riyadh	84
Makkah		118	39.3
Eastern		22	7.3
Madinah		30	10
Asir		10	3.3
Jazan		10	3.3
Al-Qassim		7	2.3
Tabuk		13	4.3
Ha'il		1	0.3
Al-Jawf		1	0.3
Northern Borders		3	1
Al-Bahah		1	0.3
<b>Which application of enterprise social media do you use the most at work?</b>		WhatsApp	212
	Linked in	10	3.3
	Instagram	12	4.0
	Twitter (X)	11	3.7
	Others (mention it)	55	18.3
<b>Which application of enterprise social media do you prefer to use at work?</b>	WhatsApp	193	64.3
	Linked in	16	5.3
	Instagram	16	5.3
	Twitter (X)	11	3.7
	Others (mention it)	64	21.3

Table 3 shows that about 57% of the sample was male, while females comprised about 43% of the sample. The majority of the participants (58.3%) were aged 25-34 years, followed by participants aged 35-44 years (23%), while approximately 0.7% of the sample were aged 55-64 years.

The analysis illustrated that 55.3% of respondents were single, 37.7% were married, and divorced individuals accounted for 7% of the sample. The results showed that 57.3% of respondents held a bachelor's degree, 22.7% had a high school education or less, and 0.7% had a doctorate. According to respondents' monthly income, the

majority had SR 5,000 or below with 59.3% of the sample, while 1.3% of the sample had SR 30,001–SR 40.000 as monthly income.

According to the region where the participants are residing, the majority of the sample is from Makkah (39.3%), and about 28% of participants are from Riyadh, while about 0.3% of participants are from (Ha'il, Al-Bahah, and Al-Jawf) each of them. About 71% of participants used “WhatsApp” at work, while about 4% used Twitter (X). In addition, the majority of participants with a proportion of 64.3% prefer WhatsApp” as the application of enterprise social media, followed by “Other” (like Email, Snapchat, Telegram, etc.) with a proportion of 21.3% of the sample size, while about 4% of participants prefer “Twitter (X).”

### Descriptive Analyses:

Means and standard deviations were calculated for all dimensions and their corresponding items, which were then ranked in descending order based on the mean values while taking into account the standard deviation. Table 4 presents the mean scores for both items and dimensions, using a standard five-point Likert scale format.

Table (4): Means level format of typical Likert five-level scale (Source: Researcher)

Mean Range	Scale 1	Scale 2
1 - 1.80	Always	Strongly Disagree
1.81 - 2.60	Very often	Disagree
2.61 - 3.40	Sometimes	Neutral
3.41 - 4.20	Rarely	Agree
4.21 - 5	Never	Strongly Agree



## Descriptive Analysis for the Independent Variable (ESMU):

Table (5): Participant's assessment for study independent variable (ESMU)

Item	Mean	Std. Deviation	Rank	Scale
I use ESM to communicate with managers and other employees	4.46	0.867	1	Always
ESMU makes it easy to collaborate on projects, share documents, and exchange information	4.41	0.886	2	Always
ESMU makes the work environment innovative, creative, and productive	4.37	0.866	3	Always
I use ESM to exchange knowledge and promote a culture of continuous learning	4.35	0.904	4	Always
ESMU enhances my sense of belonging, community, and engagement with other employees	4.32	0.917	5	Always
ESMU speeds up decision-making, reduces misunderstandings, and simplifies collaboration	4.24	0.909	6	Always
ESMU enhances my ability to be creative, innovative and solve problems	4.15	0.990	7	Very often
ESMU builds my relationships with employees and increases my social capital	4.09	1.024	8	Very often
ESMU Increases my motivation and productivity	4.05	1.059	9	Very often
I am overwhelmed by the sheer volume of information available on ESMU	3.17	1.274	10	Sometimes
ESMU Leads to a work-life imbalance	2.91	1.347	11	Sometimes
<b>ESMU</b>	<b>4.05</b>	<b>0.56</b>		<b>Very often</b>

Table 5 shows that the item “I use ESM to communicate with managers and other employees” comes first with Mean±SD (4.46±0.867)/ Always, followed by item “ESMU makes it easy to collaborate on projects, share documents, and exchange information” comes second with Mean±SD (4.41±0.886)/ Always. The item “ESMU Leads to a Work-life imbalance” comes last with Mean±SD (2.91±1.347)/ sometimes. The total for the dimension “ESMU “is Mean±SD (4.05±0.56)/participant’s agreement.

## Descriptive Analysis for the Dependent Variable (Job Satisfaction):

Table (6): Participant's assessment for study dependent variable (Job Satisfaction)

Item	Mean	Std. Deviation	Rank	Scale
I feel happy and proud when my company succeeds	4.53	0.691	1	Strongly agree
I strive to provide high-quality work and take responsibility for any mistakes	4.49	0.696	2	Strongly agree
I smile most of the time at work	4.27	0.766	3	Strongly agree
I often take the initiative to come up with ideas and solutions	4.23	0.794	4	Strongly agree
If my work is criticized, I will defend it	4.2	0.925	5	Agree
My job gives me a sense of accomplishment	4.2	0.921	5	Agree
I find joy in my work	4.1	0.929	7	Agree
I feel enthusiastic about my work most days	4.07	0.935	8	Agree
In general, I am satisfied with my current job	4.04	1.025	9	Agree
If the company launches a new perfume, I will market it during and after work hours.	4.02	1.036	10	Agree
I am willing to work extra hours when needed	3.91	1.097	11	Agree
I feel the work environment is positive and stimulating	3.86	1.107	12	Agree
I would recommend this job to a friend	3.82	1.117	13	Agree
<b>Job Satisfaction</b>	<b>4.03</b>	<b>.651</b>		<b>Agree</b>

Table 6 shows that the item “I feel happy and proud when my company succeeds” comes first with Mean±SD (4.53±0.691)/strongly agreement, followed by item “I strive to provide high-quality work and take responsibility for any mistakes” comes second with Mean±SD (4.49±0.696)/strongly agreement. The item “I would recommend this job to a friend” comes last with Mean±SD (3.82±1.117)/participant’s agreement. The total for the dimension “Job Satisfaction” is Mean±SD (4.03±0.651)/ agreement.

## Correlations:

Table (7): Pearson Correlations Analysis

Dimension	ESMU	Job Satisfaction
ESMU	1	.328**
Job Satisfaction	.328**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

From Table 7, there is a statistically significant correlation between study variables at a statistical level ( $\alpha=0.01$ ). The Pearson correlation coefficient is ( $r=0.328$ ), which denotes a positive good relation between variables.

### Hypothesis Testing:

#### H<sub>1</sub>: “ESMU Positively Affects Employee Job Satisfaction”:

Table (8): Simple Linear Regression Analysis to examine the impact of ESMU on job satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	T	p-value	R <sup>2</sup>
	B	Std. Error	Beta			
1 (Constant)	2.485	.260		9.558	.000	0.11
ESMU	0.381	0.064	0.328	5.987	.000	

Dependent Variable: job satisfaction

The prediction equation is:

$$\text{Job satisfaction} = 2.485 + 0.381 \times \text{ESMU}$$

Table 8 shows that the regression coefficient of the independent variable ESMU is equal to (0.328) with the T-test equal to (5.987) which is statistically significant at the (0.05) level since the value of the T-test is greater than (1.96) and also since p-value =0.00 which is less than the statistical level (0.05). ESMU interprets about 11% of the variance in job satisfaction since the determination coefficient ( $R^2=0.11$ ). This indicates that ESMU positively affects job satisfaction. Accordingly, H<sub>1</sub> is satisfied.

## Discussion, Recommendation, and Conclusion

### Study Findings Discussion:

After conducting an in-depth descriptive and inferential statistical analysis, the result indicated that ESMU positively affects job satisfaction; this means when the value of ESMU increases (decreases) by (1) standard deviation, the value of job satisfaction increases (decreases) by (0.328) standard deviation. The analysis also

proved that this result is statistically significant at the level ( $\alpha < 0.05$ ), and ESMU interprets about 11% of the variance in job satisfaction with a determination coefficient ( $R^2=0.11$ ). The analysis also showed that ESMU significantly enhances communication and collaboration. The high mean scores for items like "I use ESM to communicate with managers and other employees" and "ESMU makes it easy to collaborate on projects, share documents, and exchange information" indicate that employees find these platforms essential for streamlining daily tasks and fostering a more connected work environment.

Effective communication and transparency through ESMU significantly reduce work-related stress and enhance job satisfaction. ESMU fosters an innovative and creative environment where employees feel a sense of achievement and engagement, driven by knowledge sharing and collaboration. ESMU also improves decision-making, reduces misunderstandings, and accelerates problem resolution, reinforcing its role in enhancing workplace experiences. High scores for items like "I feel happy and proud when my company succeeds" and "I strive to provide high-quality work" reflect employees' pride, accountability, and commitment to their organization. These qualities suggest a strong sense of loyalty and intrinsic motivation, further contributing to job satisfaction. Additionally, the positive work atmosphere is indicated by frequent smiling and a proactive attitude toward innovation and problem-solving. In general, employees in the Saudi perfume market feel satisfied with their jobs.

The findings indicate that WhatsApp is the most commonly used ESMU platform among employees in Saudi Arabia's perfume market, which reflects a preference for the familiar platforms and is user-friendly.

This result is consistent with the results of Fu et al. (2019) and it is similar to those of Moqbel et al. (2013), Wu et al. (2021), and Ma et al. (2020). On the contrary, the current result differs from Ibrahim's (2021) study in Indonesia, which found no

relationship between ESMU and job satisfaction.

### **Recommendations:**

Based on the study's findings, the researcher recommends that Saudi perfume companies foster a culture of employee empowerment by encouraging participation in ESMU platforms, which can enhance engagement, knowledge sharing, and innovation. Companies should promote open communication and collaboration through ESMU, allowing employees to share ideas and feedback to boost satisfaction and morale. Additionally, ESMU should be used for problem-solving and collaboration, creating a more attractive work environment. To ensure work-life balance, limits should be set on ESMU use outside of work hours. Regular feedback mechanisms should also be implemented to monitor employee satisfaction and address concerns proactively. Finally, companies should evaluate and align ESMU with their organizational goals, particularly in promoting knowledge exchange if it fits the company's culture.

### **Limitations and Future Research**

Limitations affecting this study should be taken into consideration for future research.

1. This study focuses on companies operating in the perfume sector, so these results cannot be applied to all companies in different sectors; future researchers can focus on the rest of the sectors.
2. This study was written in 2024, and many changes may occur over time in the ways of using social media. For this reason, future research can conduct repeated studies on the same topic with the consideration of the changes that may arise in the use of social media and its impact on job satisfaction.
3. The researcher was affected by the delay in receiving the required number of respondents to the questionnaire. However, future research can implement

different methods such as surveys, interviews, or observations, which may take less time in the data collection phase and also help in enhancing the richness and validity of the data.

4. Difficulty in reaching all regions of Saudi Arabia with the questionnaire, as most of the answers were from the Makkah and Riyadh regions. Therefore, it is recommended that future research focus on other regions.

## Conclusion

In conclusion, this study highlights the important role that ESMU plays in improving job satisfaction among the employees who work in the perfume industry in Saudi Arabia. By promoting collaboration, communication, and engagement, ESMU can transform how organizations handle their internal processes. These findings create new opportunities for perfume companies to strategically use social media platforms to enhance employee well-being and productivity. Although this research concentrated on the perfume sector, it sets the stage for further studies in other industries, making ESMU an essential tool for enhancing employee satisfaction in a digital world.

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## Appendix

### Appendix (A): certificate of King Fahd National Library

المملكة العربية السعودية  
إدارة الإيداع النظامي

مكتبة الملك فهد الوطنية  
King Fahad National Library  
[www.kfnl.gov.sa](http://www.kfnl.gov.sa)

إفادة

الموضوع لم يتم بحثه

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موضوع البحث	Research Proposal of The Effect of Enterprise Social Media Usage (ESMU) on Job Satisfaction in Perfume Market in Saudi Arabia

الختم

مكتبة الملك فهد الوطنية  
إدارة الإيداع النظامي

مدير إدارة الإيداع النظامي

عبدالعزیز بن زید الزیر

**Appendix (B): Table Research Gap Matrix**

Search engine	Research title	Keywords	Relevance to the study	Focus on the Perfume Market
Google Scholar	1- The effect of external social media utilization on business performance of SMEs in Saudi Arabia: the mediating role of market orientation. (Alhamami et al., 2024)	Social media Saudi Arabia	Similar to the geographic focus in Saudi Arabia, differs in scope in that it discusses external social media usage and its impact on performance	NO
	2- Enterprise social media adoption: Its impact on social capital in work and job satisfaction in China. (Fu et al., 2019)	Enterprise social media Job satisfaction	It is also founded on Deep Knowledge; relevant to studying the impact of ESMU's on job satisfaction; differs in the country this research was done in China.	NO
	3- The effect of using social media on job satisfaction: Is there a role for job engagement and organization engagement as a mediator? (Ibrahim, 2021)	Enterprise social media Job satisfaction	This research was done in Indonesia.	NO
Scispace	4- The impact of firms' and CEOs' social media usage on corporate performance in Saudi Arabia. (Ghardallou, 2021)	Enterprise social media Saudi Arabia	This research differs in that it discusses the CEO's social media usage and its impact on performance in Saudi Arabia.	NO
	5- How to improve employee satisfaction and efficiency through different enterprise social media use. (Liang et al., 2020)	Enterprise social media Job satisfaction	Also founded on Deep Knowledge; this research was done in China.	NO
	6- The Impacts of Social Media on Job Satisfaction: Task-Oriented Use and Relationship-Oriented Use. (Wang et al., 2023)	Social media Job satisfaction	this research was done in American and Chinese employees.	NO
Deep Knowledge	How social media usage affects employees' job satisfaction and turnover intention: An empirical study in China. (Zhang et al., 2019)	Enterprise social media Job satisfaction	This research was done in China.	NO
	Examining the Effects of Social Media Use on Job Satisfaction in the Australian Public Service: Testing Self-Determination Theory. (Demircioglu, 2018)	Social media Job satisfaction	This research was done in the Australian Public Service.	NO

**Appendix (C): Measurement Table 1**

demographic information	
1- Gender	a. Male b. Female
2- Age	18 to 24 25 to 34 35 to 44 45 to 54 55 to 64 65 or over
3- Marital status	Single Married Divorced Widower
4- Highest Level of Education	High School or less Diploma Bachelor's degree Master's degree Doctorate degree Others
5- Monthly income	SR5,000 or below SR5,001–SR10,000 SR10,001–SR20,000 SR20,001–SR30,000 SR30,001–SR40,000 SR 40,001 or above
6- The region where you are residing in	Riyadh Region Makkah Region Eastern Region Madinah Region Asir Region Jazan Region Al-Qassim Region Tabuk Region Ha'il Region Al-Jawf Region Najran Region Northern Borders Region Al-Bahah Region
7- For which perfume company do you work?	
8- Which application of enterprise social media do you use the most at work?	WhatsApp Linked in Instagram



	Twitter (x) Others (mention it)
9- Which application of enterprise social media you prefer to use at work?	WhatsApp Linked in Instagram Twitter (X) Others (mention it)

**Appendix (D): Measurement Table 2**

Constructs	Measurement items
ESMU	<p>1- I use ESM to communicate with managers and other employees</p> <p>2- ESMU makes the work environment innovative, creative, and productive</p> <p>3-ESMU speeds up decision-making, reduces misunderstandings, and simplifies collaboration</p> <p>4- ESMU makes it easy to collaborate on projects, share documents, and exchange information</p> <p>5- ESMU enhances my ability to be creative, innovative and solve problems</p> <p>6- I use ESM to exchange knowledge and promote a culture of continuous learning</p> <p>7- ESMU enhances my sense of belonging, community, and engagement with other employees</p> <p>8- ESMU Increases my motivation and productivity</p> <p>9- ESMU builds my relationships with employees and increases my social capital</p> <p>10- ESMU Leads to a work-life imbalance</p> <p>11- I am overwhelmed by the sheer volume of information available on ESMU</p>
Job satisfaction	<p>1- I feel enthusiastic about my work most days</p> <p>2- I smile most of the time at work</p> <p>3- I often take the initiative to come up with ideas and solutions</p> <p>4- I find joy in my work</p> <p>5- I am willing to work extra hours when needed</p> <p>6- If the company launches a new perfume, I will market it during and after work hours.</p> <p>7- I strive to provide high-quality work and take responsibility for any mistakes</p> <p>8- My job gives me a sense of accomplishment</p> <p>9- I feel the work environment is positive and stimulating</p> <p>10- I feel that managers appreciate my efforts</p> <p>11- I would recommend this job to a friend</p> <p>12- If my work is criticized, I will defend it</p> <p>13- I feel happy and proud when my company succeeds</p> <p>14- Every workday seems very long and never-ending</p> <p>15- In general, I am satisfied with my current job</p>