

## SOCIAL MEDIA INNOVATION: DRIVING BEHAVIOURAL INTENTION IN MALAYSIA'S CORPORATE SECTOR

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**Abstract.** With the continual growth of social media integration in corporate environments, many employees lack social media literacy skills necessary for effective and responsible platform use. Additionally, the rapid evolution of social media innovation presents notable challenges for corporate employees, many of whom struggle with adapting to new tools and features. These issues have posed significant challenges regarding employees behavioural intention to use social media, that could impact their professional efficiency and business performance. Therefore, this study aimed to investigate the relationship between social media innovation characteristics (relative advantage, compatibility, complexity, trialability, and observability) and behavioural intention to use social media among Malaysian corporate workers. A quantitative method was adopted, employing both paper and online surveys distributed to Malaysian corporate employees who use social media in their professional roles. A total of 156 responses were collected, and the findings indicated that Malaysian corporate employees exhibited favourable perceptions regarding all the factors affecting their behavioural intention to use social media, as reflected in the mean score. However, out of the five (5) hypotheses examined, only two (2) were supported, indicating that the compatibility and complexity of social media significantly influence the behavioural intention of Malaysian corporate employees to use social media. This study has identified certain limitations that indicate future research to consider increasing the sample size and potentially introducing a new independent variable for further exploration.

**Keywords:** *social media innovation, behavioral intention, Malaysia, corporate sector*

### Introduction

The behavioural intention to use social media has arisen as these platforms evolved into interactive spaces that enable internet users to create, share, and exchange media content (Chua et al., 2018). Initially, these platforms promoted voluntary participation and communication, fostering community and collaboration. However, as users acknowledged the user-friendliness and perceived advantages of social media, their intention to adopt and engage with these platforms increased (Hui et al., 2024). This empowers users by providing them with control over the information they consume, produce, and share. This autonomy influenced user behaviours and attitudes while introducing new forms of interaction, such as real-time communication, targeted engagement, and personalised content delivery. Given the diverse range of social media platforms available today, each characterised by distinct features and user demographics, individuals can customise their engagement according to their personal interests, social connections, or professional needs. In view of this, the characteristics of social media innovation are essential in facilitating its widespread adoption. The characteristics of relative advantage, compatibility, complexity, trialability, and

observability illustrate how social media offers enhanced value compared to traditional communication methods, aligns with users needs, and is regarded as user-friendly and accessible. Resultantly, users witnessing the advantages others gain from social media and exploring its functionalities has contributed to the rapid adoption among diverse social groups (Liu et al., 2023). The interplay of these factors renders social media a highly diffusive innovation, facilitating its rapid global adoption and incorporation into daily life.

The growing dependence on social media within corporate settings presents a significant challenge concerning employees' behavioural intentions towards utilising these platforms (Dwivedi et al., 2021). Not only that, numerous employees demonstrate ambivalence or hesitance in utilising social media for professional purposes, often influenced by concerns regarding privacy, data security, and the risk of reputational damage (Vukušić Rukavina et al., 2021). Moreover, the rapid advancement of social media innovations poses a significant challenge for corporate workers, many of whom find it difficult to adapt to new tools and features that could improve their professional effectiveness (Vuchkovski et al., 2023). The resistance to adopting these technologies is mainly influenced by factors including complexity, perceived incompatibility with existing workflows, and a lack of trialability (Jalo and Pirkkalainen, 2024). The evolution of social media platforms introduces increasing complexity, which may cause confusion and frustration, ultimately leading to underutilisation or misuse. Hence, this study would like to investigate the relationship between social media innovation characteristics (relative advantage, compatibility, complexity, trialability, observability) on behavioural intention to use social media among Malaysian corporate workers.

## ***Literature review***

### ***Behavioral intention***

Behavioural intention denotes an individual's perceived likelihood of engaging in a particular behaviour, such as utilising social media platforms (Yi et al., 2006). This indicates the tendency of a person to undertake an action influenced by intrinsic motivation and external factors. In the context of social media usage, behavioural intention is an important precursor, as it indicates the decision-making process that drives individuals to adopt and sustain interactions on these platforms (Bashir et al., 2022). Individuals with strong behavioural intentions are more inclined to engage actively, whereas those with weaker intentions tend to demonstrate sporadic or minimal usage (Venkatesh et al., 2012). This construct has been thoroughly examined as a predictor of behaviour in research on technology adoption.

### ***Social media innovation characteristics***

Social media innovation is influenced by key factors that determine how easily new tools, features, or platforms are adopted (Chille and Mollé, 2024). Factors include compatibility, defined as the extent to which the innovation aligns with users' needs and habits, and relative advantage, which emphasises the benefits it provides in comparison to existing alternatives. Simplicity, or ease of use, significantly influences user adoption, as individuals are more inclined to utilise tools they find straightforward. Meanwhile, according to Rogers (2003), trialability, defined as the ability to evaluate new features prior to full adoption, along with observability, which refers to the visible advantages of an innovation, significantly influence the rate at which individuals adopt

new developments. These factors collectively influence the reactions of individuals and organisations to innovations of social media. Tools that provide clear benefits, align with user needs, and are easy to test are generally adopted more rapidly (Hausman, 2024). In contrast, innovations perceived as overly complex or lacking clear benefits may encounter resistance (Tandoc Jr et al., 2021). Considering these factors enables social media developers and organisations to create and promote tools that are more likely to align with user expectations and achieve widespread acceptance.

### ***Relative advantage***

Relative advantage refers to how much better an innovation is perceived compared to existing alternatives. In the realm of social media, this pertains to the extent to which a platform provides advantages compared to alternative communication or networking avenues, including other social networks, traditional media, or offline communication methods (Nuseira and Aljumahb, 2020). Platforms that distinguish themselves through unique features, enhanced convenience, improved user experience, or a broader array of connections are perceived as providing a relative advantage. A platform that integrates messaging, video calling, and photo sharing may be regarded as superior to those that provide only one or two of these functionalities. If a social media platform provides unique benefits that other platforms lack or performs similar functions more effectively, users are more likely to consider it useful and advantageous (Abbasi et al., 2022). This positive perception motivates users to interact with the platform, as they perceive it to provide greater value than other available options (Venkatesh et al., 2012). For example, LinkedIn may be seen having a relative advantage over other platforms in professional networking (Iyyani, 2024), whereas TikTok may be seen for its creative expression and viral content sharing. Therefore, this study can hypothesise that:

H1: There is a positive relationship between relative advantage and behavioural intention to use social media

### ***Compatibility***

In the context of social media, compatibility can be best defined as to how well a platform aligns with an individual's values, needs, lifestyle, and goals. It determines whether users perceive the platform as relevant to their personal or professional lives. When a social media platform feels like a natural fit, users are more likely to adopt and integrate a social media platform into their routines (Menon and Shilpa, 2023). For instance, professional networking platforms attract individuals aiming to advance their careers, whereas creative platforms draw those with artistic interests (Dwivedi et al., 2021). Compatibility is crucial for ensuring that social media platforms are perceived as purposeful and valuable, influencing both initial adoption and continued usage. A social media platform that aligns with a user's lifestyle, such as offering features for professional networking, academic learning, or casual interaction tends to foster a positive attitude towards its usage. Compatibility enhances the perceived relevance of the platform and reduces resistance to use, as users believe that their investment of time and effort will yield favourable results (Venkatesh et al., 2012). Consequently, higher compatibility results in a stronger behavioural intention to engage with the platform, facilitating the seamless integration of social media into individuals' routines in meaningful ways (Handoyo, 2024). Henceforth, this study can hypothesise that:

H2: There is a positive relationship between compatibility and behavioural intention to use social media

### ***Complexity***

Complexity, in the context of social media, refers to how difficult a platform is perceived to be in terms of understanding and use (Rogers, 2003). This includes factors like the user interface, navigation structure, available features, and overall usability (Zhao et al., 2013). An overly complicated platform can deter user adoption due to the perceived time investment and intimidation associated with the learning process (Al-kfairy et al., 2024). Platforms characterised by complex privacy settings or disorganised layouts can lead to user frustration, thereby reducing their engagement. In contrast, platforms characterised by simplicity and intuitiveness generally draw a larger user base, as they necessitate minimal effort for incorporation into daily routines (Ambarwati et al., 2020). Users' perceptions of a social media platform as complex lead to a decrease in their intention to engage due to expected challenges in learning or effectively utilising the platform. In contrast, platforms characterised by low complexity present intuitive designs and user-friendly interfaces, encouraging user engagement and exploration of features which promote positive behavioural intentions (Emma, 2024). To illustrate, platforms such as Facebook and Instagram, characterised by their straightforward navigation and high usability, generally attract a larger user base (Iyyani, 2024). Conversely, social media platforms that are viewed as requiring advanced technical skills or extensive learning periods may discourage user engagement, despite the presence of beneficial features (Al-kfairy et al., 2024). This indicates that reduced complexity correlates with an increased likelihood of users developing high intentions towards the adoption and sustained use of the platform, as it enhances their confidence in navigating it effectively. Henceforth, this study can hypothesise that:

H3: There is a negative relationship between complexity and behavioural intention to use social media

### ***Trialbility***

Trialability refers to the degree to which a new platform or innovation can undergo testing or experimentation on a limited basis before making a full commitment. Trialability in social media enables users to examine the platform's features, engage with content, and assess its functionality without committing to long-term decisions (Jilani et al., 2022). Platforms that provide trialability typically offer options like free access, guest accounts, or basic versions of their services, allowing potential users to evaluate the platform's suitability for their needs (Almogren et al., 2024). This ability to test the waters reduces the perceived risk of adoption and encourages user engagement with the platform. The importance of trialability lies in its role as a trust-building mechanism. Social media platforms tend to attract and retain users when individuals perceive an environment conducive to exploration and experimentation without immediate pressure (Dwivedi et al., 2021). Trialability enables potential users to engage with the platform firsthand, thereby enhancing their confidence in its features and functionality. This hands-on exploration reduces uncertainty, facilitating users'

assessment of the platform's alignment with their objectives or daily activities (Maqbool and Herold, 2023). In turn, trialability serves as a critical determinant in facilitating the shift of users from casual exploration to consistent, regular engagement. Trialability on a social media platform allows potential users to examine its features, build confidence, and comprehend its value prior to making a commitment. This practical experience enables users to address initial uncertainties and may mitigate perceived complexity or potential barriers to usage (Jilani et al., 2022). For example, platforms such as LinkedIn frequently provide limited versions of premium features for free trials, enabling users to investigate the platform's advanced tools and professional advantages. The trial period enables users to assess the platform's relevance and value, consequently enhancing the probability of ongoing usage (Almogren et al., 2024). In addition, increased familiarity with a platform through trialability enhances users' positive attitudes and intentions to maintain engagement, as their comfort and understanding of its features grow (Farzin et al., 2021). Henceforth, this study can hypothesise that:

H4: There is a positive relationship between trialbility and behavioural intention to use social media

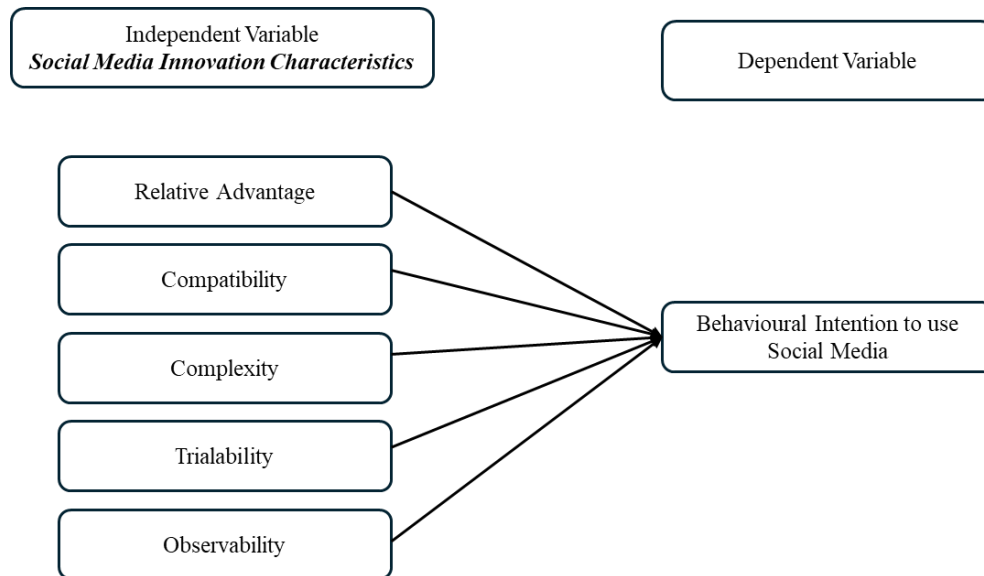
### ***Observability***

Observability refers to the extent to which the outcomes or advantages of an innovation are visible to others (Rogers, 2003). In the context of social media, this refers to the accessibility of positive outcomes experienced by users, either through their own actions or by observing peers and influencers (Nuseir and Aljumah, 2020). Social media platforms that clearly demonstrate the rewards of engagement, including social recognition, network expansion, or career opportunities, are more likely to attract new users. Observing others gain advantages from these outcomes increases the likelihood that users will feel motivated to engage and participate similarly. Observability is significant due to its function as a form of social proof. Users are more inclined to view a social media platform as valuable and worthy of exploration when they observe that others are benefiting from its use (Scharlach and Hallinan, 2023). Social media frequently thrives on the visibility of success, as evidenced by likes, shares, or comments, which indicate to others that engagement may produce favourable outcomes (Susilawaty et al., 2023). The visibility of user achievements, such as career advancement or expanded networks, motivates potential users to seek similar benefits by joining the platform. Observability enables individuals to evaluate a social media platform's popularity and credibility by examining others engagement and the visible benefits gained, including social connections, support networks, or knowledge-sharing communities (Nuseira and Aljumahb, 2020). Users observing others on a platform may experience social validation, which can motivate them to participate and foster positive behavioural intentions towards the platform. For instance, platforms such as Instagram and TikTok have high observability, as users regularly share and display their content to public audiences. This public sharing of user success metrics, such as follower counts and engagement levels, create a sense of popularity and relevance, encouraging new users to join the platform (Susilawaty et al., 2023). Lastly, observability aids users in comprehending the potential social and personal rewards associated with their engagement on the platform, thereby increasing the likelihood of developing positive behavioural intentions (Eslami et al., 2024). Henceforth, this research can hypothesise that:

H5: There is a positive relationship between observability and behavioural intention to use social media

### ***Self-Determination Theory (SDT)***

Self-Determination Theory (SDT), developed by Deci and Ryan (2013), is a psychological framework that examines human motivation and the factors influencing individuals' engagement in specific behaviours. This theory underscores the significance of intrinsic and extrinsic motivation, identifying three essential psychological needs: autonomy, competence, and relatedness. Autonomy denotes the perception of control over one's actions, competence signifies the capability to successfully complete tasks, and relatedness reflects the need for connection with others. This theory suggests that when these needs are satisfied, individuals are more likely to experience intrinsic motivation, resulting in increased engagement and well-being. In relation to the behavioral intention to use social media, SDT helps explain why individuals are motivated to engage with social media platforms. When users feel that a platform allows them to express themselves freely (autonomy), enhances their sense of competence (through easy-to-use features and successful interactions), and fosters meaningful connections (relatedness), they are more likely to develop a strong intention to use that platform (Nurmi et al., 2019). This theory posits that fulfilment of these needs is associated with more intrinsic engagement with social media, leading to an increased behavioural intention to use the platform regularly. Thus, understanding these factors can predict the likelihood of users adopting social media. Similarly, in relation to social media innovation characteristics, innovations that enhance users' autonomy (such as customisable settings), competence (through intuitive design and user-friendly features), and relatedness (via greater social connectivity) are more likely to be adopted by users. The alignment of these innovation characteristics with the fundamental psychological needs described in this theory enhances the probability that users will exhibit a stronger behavioural intention to utilise the platform (Al-kfairy et al., 2024). Thus, the characteristics of a platform, such as its ease of use, social opportunities, and personalisation options, directly affect users' motivation to engage and interact with it (*Figure 1*).



**Figure 1.** Research framework of the study.

## Materials and Methods

This study has leveraged on quantitative method to explore the relationship between social media innovation characteristic on behavioral intention to use social media. Leveraging on purposive sampling technique with the following criteria to be met: (1) a Malaysian, (2) currently working in the corporate sector, and (3) using social media for job purposes, a total of 156 corporate workers were the respondents of this study. For the purpose of completing this study, a five-points likert scale of questionnaires were adapted from Rahardjo and Sunuantari (2021) as well as Venkatesh et al. (2012). Before proceeding in answering the questionnaires, a cover letter with the approvals from the lecturer and research advisor explaining the purpose of the study was attached for the respondent to view. This is to assure that all of their information, comments, and/or feedback pertaining to this study were kept confidential, anonymous and non-judgmental.

## Results and Discussion

### *Demographic analysis*

Table 1 presents the demographic profile of the respondents. In terms of gender, the majority of respondents were female, with 91 respondents (58.3%), followed by male respondents, totaling 65 (41.7%). This is likely due to the fact that women make up a larger proportion of the workforce in certain industries surveyed. Regarding the age factor, most respondents, 45 (28.8%), were aged between 26-28 years old, followed by 42 respondents (26.9%) aged 29-31 years. Additionally, 38 respondents (24.4%) were aged 32 years and above, while the smallest group consisted of 31 respondents (19.9%) aged between 23-25 years old. In terms of industry representation, most respondents were from Banking and Financial Services, with a total of 38 respondents (24.4%). This was followed by Education, which had 24 respondents (15.4%), and Computer / IT, with 19 respondents (12.2%). Other industries with notable representation included Travel and Tourism (13 respondents, 8.3%), Telecom (12 respondents, 7.7%), and Oil

and Gas (11 respondents, 7.1%). Smaller proportions of respondents were from Retail (8 respondents, 5.1%), Healthcare (7 respondents, 4.5%), Construction / Building / Engineering (7 respondents, 4.5%), and Publishing (5 respondents, 3.2%), with even fewer from Manufacturing / Production, Insurance, Transportation, and Entertainment, each accounting for less than 5% of the total respondents. Furthermore, in relation to years of working in the industry, the majority of respondents, 81 (51.9%), had 1-3 years of experience, followed by 44 respondents (28.2%) with 4-6 years of experience. Respondents with more than 9 years of experience accounted for 18 (11.5%), while the smallest group, 13 respondents (8.3%), reported having 7-9 years of experience. Lastly, in regard to social media usage, the majority of respondents identified TikTok as their most-used platform, with 57 respondents (36.5%). Facebook followed with 26 respondents (16.7%), and Instagram with 24 respondents (15.4%). Additionally, X (formerly known as Twitter) had 20 respondents (12.8%), and WhatsApp had 19 respondents (12.2%). Less popular platforms included YouTube with 9 respondents (5.8%) and Telegram with only 1 respondent (0.6%). In terms of daily social media usage, most respondents, 95 (60.9%), reported spending 3-5 hours per day on social media, while 48 respondents (30.8%) spent 1-3 hours. Smaller groups spent 7-9 hours (12 respondents, 7.7%) or more than 9 hours (1 respondent, 0.6%), with no respondents reporting less than an hour of usage.

**Table 1. Demographic analysis of the study.**

Demographic profile	Category	Frequency	Percentage (%)
Gender	Male	65	41.7
	Female	91	58.3
Age	23 - 25 years old	31	19.9
	26 - 28 years old	45	28.8
	29 - 31 years old	42	26.9
	32 years old & above	38	24.4
Industry	Computer / IT	19	12.2
	Banking / Financial Services	38	24.4
	Manufacturing / Production	4	2.6
	Construction / Building / Engineering	7	4.5
	Education	24	15.4
	Healthcare	7	4.5
	Oil & Gas	11	7.1
	Travel & Tourism	13	8.3
	Retail	8	5.1
	Telecom	12	7.7
	Transportation	2	1.3
	Publishing	5	3.2
	Insurance	4	2.6
	Entertainment	2	1.3
Years of Working in the Industry	1 - 3 years	81	51.9
	4 - 6 years	44	28.2
	7 - 9 years	13	8.3
	> 9 years	18	11.5
Most Used Social Media Platform	Facebook	26	16.7
	TikTok	57	36.5
	Whatsapp	19	12.2
	Instagram	24	15.4
	Telegram	1	0.6
	YouTube	9	5.8
	X (formerly known as Twitter)	20	12.8
Daily social media usage	Less than an hour	0	0
	1 - 3 hours	48	30.8
	3 - 5 hours	95	60.9
	7 - 9 hours	12	7.7
	> 9 hours	1	0.6

Starting with the strongest positive correlation (*Table 2*), relative advantage shows a moderate positive relationship with compatibility ( $r = 0.572^{**}$ ,  $p < 0.01$ ). Similarly, trialability demonstrates a moderate positive correlation with observability ( $r = 0.561^{**}$ ,  $p < 0.01$ ). Compatibility also exhibits a moderate positive correlation with behavioural intention to use social media ( $r = 0.497^{**}$ ,  $p < 0.01$ ). Trialability follows closely with a moderate positive correlation with behavioural intention to use social media ( $r = 0.455^{**}$ ,  $p < 0.01$ ). Compatibility shares a moderate positive correlation with trialability ( $r = 0.477^{**}$ ,  $p < 0.01$ ). On the other hand, complexity shows a moderate negative correlation with trialability ( $r = -0.520^{**}$ ,  $p < 0.01$ ). Complexity also exhibits a moderate negative correlation with behavioural intention to use social media ( $r = -0.458^{**}$ ,  $p < 0.01$ ). Additionally, compatibility has a moderate negative correlation with complexity ( $r = -0.424^{**}$ ,  $p < 0.01$ ). Moving to weaker relationships, relative advantage shows a low positive correlation with trialability ( $r = 0.476^{**}$ ,  $p < 0.01$ ) and observability ( $r = 0.428^{**}$ ,  $p < 0.01$ ). Furthermore, compatibility has a low positive correlation with observability ( $r = 0.442^{**}$ ,  $p < 0.01$ ). Observability itself has a low positive correlation with behavioural intention to use social media ( $r = 0.380^{**}$ ,  $p < 0.01$ ). Relative advantage also shares a low positive correlation with behavioural intention ( $r = 0.377^{**}$ ,  $p < 0.01$ ). Finally, complexity shows a low negative correlation with observability ( $r = -0.374^{**}$ ,  $p < 0.01$ ) and a weaker low negative correlation with relative advantage ( $r = -0.270^{**}$ ,  $p < 0.01$ ).

**Table 2.** Correlation analysis.

V	M	SD	RA	C	CO	T	O	BI
RA	4.42	0.449						
C	4.45	0.469	0.572**					
CO	1.20	0.430	-0.270**	-0.424**				
T	4.71	0.489	0.476**	0.477**	-0.520**			
O	4.61	0.519	0.428**	0.442**	-0.374**	0.561**		
BI	4.61	0.454	0.377*	0.497**	-0.458**	0.455**	0.380**	

Note: V=Variable; M=Mean; SD=Standard Deviation; RA=Relative Advantage; C=Compatibility; CO=Complexity; T=Trialability; O=Observability; BI=Behavioural Intention to use social media.

As illustrated in the *Table 3*, the regression table indicates significant F score ( $F = 16.277$ ,  $p < 0.01$ ) which further indicates that the group of independent variables (Relative advantage, compatibility, complexity, trialability and observability) significantly produce joint effects on the regression model. However, F-statistic is not sufficient enough to make a conclusion of this study. R-Square ( $R^2$ ) explains the variance in the dependent variable which was contributed by the independent variables. The regression table above shows  $R^2$  of 0.352 which indicates that 35.2% of the variance in consumer behaviour is sufficiently explained by five (5) dimensions of social media innovation characteristic. The strongest predictor of this study is compatibility ( $\beta.508$ ,  $P < 0.01$ ). Based on the above findings, all three (3) independent variables are significant predictors of behavioral intention to use social media. Based on the results above, compatibility has a significant relationship with behavioural intention to use social media among Malaysian corporate workers. As previously reported in the literature review in this study, users are more likely to adopt a technology if it aligns well with their existing values, needs, and lifestyle (Rogers, 2003). Furthermore, compatibility has a big influence on users' decisions to adopt new technologies, as they believe it would fit in with their preferences and routines. Similarly, according to Venkatesh et al. (2012), compatibility enhances perceived usefulness and ease of use,

which are two important factors that influence behavioural intentions. This is also the case in this study, as the respondents indicated that their behavioural intention to use social media platforms was influenced by how well it met their social and personal needs.

**Table 3. Multiple regression analysis.**

Model	Standardized coefficient Beta
Relative Advantage	.069, (.418)
Compatibility	.263, (.003**)
Complexity	-.230, (.005**)
Trialability	.137, (.133)
Observability	.071, (.390)
R <sup>2</sup>	.352
Adjusted R	.330
F Change	16.277
Significant F Change	<.001

Similarly, complexity has a significant negative relationship with behavioural intention to use social media among Malaysian corporate workers. As previously mentioned in the literature review of this study, technologies perceived as complicated or difficult to use tend to discourage adoption, as they require more time and effort to understand and operate. According to a study by Maqbool and Herold (2023), users are less inclined to interact with systems or platforms that they perceive as overly complex, as this increases frustration and reduces usability. Likewise, Taherdoost et al. (2024) highlighted that simplicity in design and ease of operation are key factors for technology adoption across various contexts. This is also supported in this study, as the respondents were less likely to use social media platforms when complexity levels were high.

According to the multiple regression analysis, relative advantage did not have an impact on Malaysian corporate workers behavioural intention to use social media, as it is more likely to impact perceived usefulness of the platform. This finding is supported by research from Davis (1989), who proposed in the Technology Acceptance Model (TAM) that perceived usefulness, which is primarily influenced by relative advantage, significantly affects how individuals assess and use technology. Additionally, Moore and Benbasat (1991) highlighted the importance of relative advantage in influencing users perceptions about the value and benefits of a system, which in turn affects adoption and engagement behaviours. Furthermore, Rogers (2003) asserted that rather than directly affecting users intention to adopt a technology, relative advantage affects how beneficial they find it and how superior they perceive it to be complexity levels were high.

Trialability, however, did not influence Malaysian corporate workers behavioural intention to use social media; rather it is more likely to influence users' confidence in adopting the platform. Based on Venkatesh and Davis (2000), users perceived ease of use and confidence are increased when they are able to test and experiment with a technology. Additionally, Agarwal and Prasad (1997) highlights that trialability boosts users confidence by providing hands-on experience, which enables them to assess how well the technology fits their needs. Lastly, observability also had no effect on Malaysian corporate workers behavioural intention to use social media, as it is more likely to affect perceived social influence instead. This finding aligns with research by

Rogers (2003), who proposed that observability largely influences how others perceive the benefits of a technology, thereby influencing social influence and the likelihood of widespread adoption. Similarly, Moore and Benbasat (1991) emphasized that when the benefits of a technology are highly visible, they are more likely to create a ripple effect of social influence, encouraging wider adoption. Moreover, according to Venkatesh and Bala (2008), rather than directly influencing a person's behavioural intention, a technology's apparent success frequently reinforces its value and credibility through social.

## **Conclusion**

As the digital landscape continues to evolve rapidly, it is crucial for companies to understand the factors influencing the behavioural intention to use social media among workers, particularly in the corporate sector. Overall, the aim of this study is to gain valuable insight on social media innovation characteristics and behavioural intention to use social media among Malaysian corporate workers. The contribution of this study is derived from the social media innovation characteristics framework and the Self-Determination Theory (SDT) from the view of Malaysian corporate workers, which creates a new perspective to the organisation. The framework of this study successfully explores the relationships between social media literacy, social media innovation characteristics, and behavioural intention to use social media. The results revealed that only two specific social media innovation characteristics compatibility and complexity, are key factors in shaping these intentions. These findings provide organisations with a comprehensive view of the drivers behind social media use in corporate environments. To conclude, specific characteristics of social media innovation, play a key role in influencing behavioural intention to use social media among Malaysian corporate workers. By prioritising these factors, organisations can foster greater social media adoption and usage, leveraging it as a tool for communication and collaboration, and innovation, ultimately achieving competitive advantage in a digitally driven marketplace.

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## **Conflict of interest**

The authors confirm that there is no conflict of interest involve with any parties in this research study.

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