

The Effects of Censorship and Organisational Support on the Use of Social Media for Public Organizations in Mongolia*

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Abstract

Purpose - This article empirically investigated the effects of the socio-political factor of censorship preconditioning, and organizational support, mediating performance expectancy of public sector officials' behavioural intention to utilise social media in a post-communist country, Mongolia.

Design/methodology/approach - This study collected 212 survey data from public sector organisations in Mongolia. Using the Partial Least Square (PLS) method, this study analyzed the proposal model grounded on the UTAUT model.

Findings - There are still communist footprints in the form of censorship, which remained as a negative precondition factor, and this has an indirect negative influence, and organisational support mediates to enhance performance expectancy. Effort expectancy and social influence factors have direct positive influence on the use of social media systems in the government domain of Mongolia.

Research implications or Originality - This study empirically investigated the model of public employees' intention to examine the post-communist countries' cultural, social, economic, and political systems, government organisational environment of the former communist sphere. The cultural factors, censorship and organisational support, to the existing IT adoption UTAUT model were also identified to test the situation of a post-communist country, Mongolia. This study contributes to the new theoretical involvement with social media by testing a new social media-based third-party intercommunication channel, including intent to use in the public service for post-communist countries. This study practically provides the guidelines to promote social media usage for public sector in the post-communist situation.

Keywords: Social Media, Two-Way Communication, Organisational Support, Censorship, Post-Communist

JEL Classifications: C83, L86, O38, P21

1. Introduction

The utilisation of online social media platforms, including Facebook, Twitter, Instagram, YouTube, and others, is increasingly taking a position in daily life. Social media use is spread world-wide, with around 3.8 billion people, meaning a 49% penetration globally, with a

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fast-growing rate (Kemp, 2019). While in Mongolia, with around 2.2 million active social media users, matching a 68% penetration, is above the global average (Kemp, 2020). Moreover, interestingly active social media users' 90% engaged with Facebook, 18% with Instagram, 9.5% with LinkedIn, and 2.2% with Twitter (Kemp, 2020). This rapid growth nudges many private, non-government, and public sector organisations to utilise social media applications to engage their customers and citizens in a more collaborative, transparent, open, and real-time communicative way (Mergel, 2013a; Kim et al., 2013; Odmaa et al., 2018).

The new wave of information communication, technology adoption, and usage brings innovative opportunities for employees and customers of organisations (Normalini, 2017); likewise, many practitioners and early adopters consider social media applications to be open-government enablers with efficiency and effectiveness in the government area, but the path to full social media adoption is not as easy and straightforward as specialists expected (Surya et al., 2015).

Early adopters and practitioners have found that social media initiatives in public organisations face the challenge of transforming current organisational norms and daily operating processes to fit a more innovative procedure (Mergel, 2013a). Moreover, there is much uncertainty as to the intention to use social media and its adoption route in the government, because there is a shortage of control over new technology and its feature changes (social media and its technology are owned driven by third-party organisations), and the government has a minor influence on technological features and modifications of the platform (Picazo-Vela et al., 2016).

Social media is a third-party application for government and citizen interaction, and thus technically the government cannot own or modify the features of the platform, meaning that social media has both benefits and risks for government organisation utilisation (Picazo-Vela et al., 2012). Furthermore, the emerging behavioural interest of citizens changes in online and social media environments, and gives a high level of uncertainty for government and public organisation managers (Mergel, 2013b) who deal with customers online.

Despite these challenges, social media can establish stances of two-way communications between the government and citizens, and can be expected to be a regular tool of interaction among early users. Public sectors at all levels are looking for better intercommunication tools which provide better transparency, greater collaboration, and more participation from citizens (Surya et al., 2015). Therefore, numerous studies have been conducted to identify social media adoption and utilisation process in public organisations (Serrat, 2010). However, there is a research gap that exists from the point of view of developing countries, namely the special social-cultural environment in post-communist countries, which need more transparency and collaboration.

Post-communist countries are set apart from the rest of the world by cultural, historical, and socio-political differences (Stenning et al., 2008). The economic, social, and political issues and challenges of the capitalist world are deeper in post-communist countries, because of the challenge of a 'triple-transition' (Offe, 1991; Papava, 2005): from socialist territory to a nation transitioning its social, economic, and political systems (Tsygankov, 2007; Liebert et al., 2013).

In the unexplored field of post-communist society, this study overcomes the social-environmental challenges related to enhancing the utilisation of social media for organisations in the public sector, to check the influencing factors and models from the government organisational perspective with determinants of organisational support and the effects of censorship on govern-

ment officers toward their intent to use social media as a two-way intercommunication tool with citizens.

This study will be a guiding insight for policy-makers of public sector organisation officers who will use the internal assessment for improving their strategies, and utilisation levels of social media applications via a broader view of our proposed integrated model, which describes the usage of social media system for public organisations as a two-way communication purpose.

II. Theoretical Background

1. Usage of Social Media in Public Sector Organisations

Due to the leverage of social media usage around the world, public sector organisations are following the trend of using social media for their daily activity with diverse aims, such as assisting government-to-citizen relationships and the compelling advantage of numerous social media platforms (Khan et al., 2014). The adoption and implementation trends of the social media system in the public organisation domain began with Open Government Initiative from 2008 in U.S.A. This open initiative is also named as Government 2.0, which highlights three major values: transparency, collaboration, and participation (Mergel, 2013a). Similarly, part of social media including social network services (SNS), such as Twitter and Facebook, are engaged as new channels of communication tools (Khan et al., 2014).

Social media tools bring many benefits to the government, which can be categorised into following five groups (Mergel, 2013a; Khan, 2014): openness, participation, sharing, mass collaboration, and two-way interactions. Using social media as a two-way intercommunication platform is a cost-effective and efficient way to communicate and engage with customers from the point of view of firms and organisations (Castronovo et al., 2012). According to the OECD (2013) survey on government utilisation of social media, government organisations' number one main expectation or objective for utilising social media applications is improving public communication (Mickoleit, 2014). In addition, social media subsidises the citizen and government interaction conclusively, with the transformation of government management toward a new, open, transparent format (Picazo-Velo et al., 2012)

2. Social Media in a Diverse Cultural Situation

On the internet, and in the online environment, communication among ethnic and social host groups of countries are significant factors that can assist or aggravate adaptation of technology (Chen, 2009). Within the social network service, cultural differences affect the user's communication and behaviour. These cultural differences are based on people's national identity, national culture, political system, social-economic factors, and gender, and affect the personal behaviours of their communicative manners within the social networking site (Chen, 2012; Gong et al., 2016). The different cultural and socio-economic situation influences a domain of social media adoption (Gong et al., 2016), and we have investigated several kinds of studies on social media use under the category of developed and developing countries, more specifically in

post-communist countries.

There have been numerous studies conducted in the OECD and developed countries, such as U.S. cities, focused on citizens participation (Mossberger et al., 2013); local government use (Sharif et al., 2016); distance learning (Siribaddana, 2014); social media in the municipalities of EU transparency and e-participation (Bonson et al., 2012); and the importance of social media use in crisis communication (Graham et al., 2015).

In the case of developing countries, studies on social media focused on various areas such as: public sector adoption (Mergel, 2013b); government openness, transparency and accountability (Stamati et al., 2015); and using social media as a tool to promote openness and transparency and to reduce corruption (Bertot et al., 2010); and opportunity of social media for the public sector in citizen's participation (Mawela, 2017).

On the other hand, there are studies investigating social media use in post-communist countries, such as how social media and social networks play a significant role in spreading information and bordering protest EuroMaidan claims in the Ukraine (Onuch, 2015); how social media used political blogging by the government and the opposition in Russia (Bode et al., 2013); and a comparative essay of the role of SNS in civic-driven activism, namely Facebook in the cases of Russia and Finland (Gladarev et al., 2012). However, there are no studies investigating public sector organisational willingness to use and enhance the utilisation of social media as an intercommunication tool in post-communist countries from the organisational employees' perspective.

Social media has a big impact on the transition to democracy (Matthew, 2017); for example, the social network services Facebook and Twitter acted as catalysts in democratic transitions from autocratic regimes (Danju et al., 2013). Thus, social media studies are important for investigating post-communist countries, countries transitioning to democracy, and unexplored research gaps in the public sector domain.

3. New Technology Acceptance and Use: UTAUT Model

In sociology, various theories and models have been used to examine new technology use and adoption for the individual's behaviour. The UTAUT (the Unified Theory of Acceptance and Use of Technology) model was formulated from a consolidation and investigation of the constructs of previously researched theories such as the theory of reasoned action, the technology acceptance model, the motivational model, the theory of planned behaviour, and the innovation diffusion theory (Yoon and Oh, 2018).

Pursuant to Venkatesh et al. (2003), the famous UTAUT suggested four major constraints: performance expectancy, effort expectancy, social influence, and facilitating conditions. These constraints influence the individual's intention and the actual use of the IT system, and furthermore the UTAUT model has four distinct elements: age, gender, voluntariness, and experience, which have a moderating effect (Venkatesh et al., 2003).

The UTAUT has been conducted and applied in the domain of social media adoption and use (Gruzd et al., 2012), citizen intention to use new technology, and the public sector and the e-Government service domain (Carter et al., 2005). However, in research field, the social-environmental influence on utilization of social media for e-government in post-communist countries

is unexplored, yet. Therefore, using UTAUT model, this study will identify the social-environmental factors to utilize social media in public sector of mongolia case.

III. Research Model Development

Cultural differences of individuals' identification are based on their national identity, national culture, the political system, socio-economic factors, and gender, all of which affect the personal behaviours of their communicative manner within the social networking site (Chen, 2012; Gong et al., 2016). In our study, we constructed a research framework using UTAUT constraints and special behavioural constraints regarding censorship and organisational support for the post-communist country sphere.

To avoid complexity of our research model, and existing post-communist countries' culture, we acknowledge that society differences can influence public sector employees' intentions, attitudes, and behaviours, and their relation to certain factors and constructs of the model may result in different explanations of the equivalent items of the same model (Van-de and Tanzer, 2004). In particular, socio-cultural values in post-communist countries are different from those in other countries (Ardichvili and Gasparishvili, 2001), because of the economic and social transformations since the Soviet Union collapsed. Furthermore, we investigated the government employees' intention to use behaviour constraint without actual use of constraint, and thus there is not yet any need to actually use social media as an interactive channel on the mainstream in our targeted study countries. Therefore we deduced some determinants from UTAUT, such as fascinating conditions and adoption use behaviour.

From the UTAUT, we applied the following: direct performance expectancy, effort expectancy, social influence, and behavioural intention to use social media systems (Venkatesh, V et al., 2003) constraints. Afterward, we came up with new conceptual research model development is based on UTAUT theory modified with some parts based on our research needs. There are several differences on our conceptual research model comparing with original UTAUT theory are: 1) we eliminated 'Facilitating Condition', 'Use Behavior' constructs, and 'gender', 'age', 'experience', and 'voluntariness' moderators from UTAUT theory, because of our research focus, avoid complexity, and there is no actual use behavior; 2) added social-cultural related special factors 'censorship' as determinants like precondition, and 'organizational support' constraint as a mediator between performance expectancy and intention to use social media for public sector organizations in a post-communist environment using the existing UTAUT theory.

Following sections explained each of the determinants of the research model, and develops the hypothesis in detail.

1. Censorship

The censorship is defined as 'the suppression of speech, public communication, or other information that may be considered objectionable, harmful, sensitive, politically incorrect or inconvenient as determined by governments, media-outlets, authorities or other groups or institutions (Simonson, 2016; González-Quifiones, 2019)'. Under socialism and the authoritarian regime,

there is a high level of media censorship, restriction, and administrative control held by the government, which influences social rights and makes the society totally different from the capitalist world (Ferge, 1996). In post-communist countries, the implementation of an authoritarian theory resulted in the public and society experiencing strict censorship during the historical socialist time (Patrick and Rana, 2004).

According to the Marxist ideology, the concept of personal and private ownership should be constitutionally abolished, which practically voided all individual's freedom of speech and expression, and the single ruling party implemented a highly restrictive media censorship system (Ferge, 1996; Patrick and Rana, 2004). Moreover, some footprints of communism remained at the individual, governmental, and firm organisational level working behaviours, even after the collapse of socialist society until today (Banalieva et al., 2017), and the still struggling slow pace of economic reform, an accumulation of media outlets in post-communist countries (Jakubowicz, 2005).

Consequently, there remains a post-communist footprint, for these countries in transition and struggling to build a democracy, and democracy's main spirit is to grant citizens free speech and communication with the government by means of a constitution. Thus, we examine the negative effect of censorship on the open government of democracy. Hence, we examined 'censorship' as a special cultural constraint: the degree of organisational employees' belief that there is censorship effects the public sector officer's performance expectancy, social influence, and effort expectancy determinant of the UTAUT model in the domain of social media use in public sector organisations to intercommunicate with citizens of Post-Communist countries. Thus, our hypotheses are as follows:

- H1:** Censorship will negatively relate to performance expectancy on the intention to use social media in post-communist countries.
- H2:** Censorship will negatively relate to effort expectancy on the intention to use social media in post-communist countries.
- H3:** Censorship will negatively relate to social influence on the intention to use social media in post-communist countries.

2. Organisational Support

Organisational support is accelerated by employees' solicitude to consign human-like forms and behaviours (Eisenberger et al., 1986). Furthermore, organisational support influences not only the individual's personal drives, but has also been the institution's legitimate, ethical, and fiscal obligations with regard to the activities of its organisation by an agency's policy, standards, and culture that deliver stability and recommend role behaviours; and by the rule, the organisational representatives apply pressure to individual employees (Levinson, 1965).

Institutional policies are contributing increasingly to organisational support (Eisenberger et al., 1986), and organisational supervisors and top management support subsidise the employee's receipt of favourable treatment to perceived organisational support (Linda and Robert, 2002). In our research domain, we adopted two dimensions of organisational support (Igarria and Zinatelli, 1997), namely top management support and policy support. Top management support is defined as managerial belief and support for initiatives and participation in IT adoption and

diffusion within the organisation (Chatterjee et al., 2002). On the other hand, policy support refers to an environment comprised of government and organisational regulations, policies, and laws that the organisation must comply with (Linda and Robert, 2002).

Hart and Saunders (1997) found that policy and regulatory environment are important factors in innovation and technology adoption. In the ICT and e-government circumstance, new regulation and policies are required to stimulate e-government adaptation (Pudjianto, 2011). Without suitable policy support, organisations may mistreat or discourage the utilisation of e-government (Pudjianto, 2011).

In our research context, we added the organisational support constraint as a mediator between performance expectancy and intention to use social media for a public sector organisations in a post-communist environment using the existing UTAUT model. According to the organisational support theory, employees' performance expectancies are associated with perceived organisational support, and outcomes favourable to employees obligatory feeling to aid organisations' fulfilment and needs. Part of organisational support, Top management and policy support (Igarria and Zinatelli, 1997), is different in post-communist countries, due to the historically highly hierarchical top management top-down structure with bossy dominance of downward communication in the Soviet Union (Carolina and Paulo, 2014), and in this interaction a research gap exists in former communist countries (Agnieszka, 2013). Central planned strategy and policy were implemented from a ruling party authority, with every individual closely following and executing the policy (Offe, 1991). Thus, our hypothesis development is:

H4: Organisational support will positively relate to the intention to use social media for public organisations in post-communist countries.

3. Performance Expectancy, Effort Expectancy, and Social Influence

According to the UTAUT definition, performance expectancy is 'the degree to which an individual believes that using the system will help him or her to attain gains in job performance' (Venkatesh et al., 2003) ; in our research investigation, we investigated the degree that an individual relies on using social media to communicate with public organisations will help citizens to achieve improvements in his or her job performance (Carter et al., 2005). Thus, we assume that performance expectancy will have a relationship with organisational support, and indirectly with the intention to use the third-party platform: social media. Effort expectancy is 'the degree of ease associated with the use of the system' (Bhatiasevi, 2015) by UTAUT definition. In our research context, we applied the degree of ease related to the use of the third-party platform: social media as a tool for two-way communication with citizens.

According to the UTAUT definition, social influence is 'The degree to which an individual perceives that important others believe he or she should use the new system' (Venkatesh et al., 2003). In our research, to investigate the citizens' social influence factor from the point of view of post-communist countries, we need to understand the historical background, including the country's and society's time under socialist rule. Under the socialist system, the citizen, the individual, and the community make up a very different system in post-communist countries, compared to the rest of the countries (Ardichvili et al., 2001). In Marxist ideology, the citizen and

the individual awareness and self-identity fall under the collective concept. Because socialism preferred homogenised, anonymised, and rendered society, socialist rule destroyed any prohibited cultural alternatives, including the uniqueness and plurality of existing society communities (Markova, 1997). Consequently, in our research context, we applied the social influence: the degree to which the citizen perceives that others think that he or she should use the social media system to communicate with citizens as a two-way communication channel under the post-communist different environment. Therefore, we developed hypotheses as follows:

- H5:** Performance expectancy will positively relate to organisational support in post-communist countries.
- H6:** Effort expectancy will positively relate to the intention to use social media for public organisations in post-communist countries
- H7:** Social influence will positively relate to the intention to use social media for public organisations in post-communist countries.

4. Behavioural Intention to Use Social Media

According to the UTAUT definition, behavioural intention is 'The person's subjective probability that he or she will perform the behaviour in question' (Venkatesh et al., 2003). In our research context, we applied the citizens' subjective probability that they will intend to use the third-party platform, the social media system, to communicate with government and public organisations as a new communication channel. Based on the post-communist world's socio-culturally differentiated domain, we are interested in investigating additional and special determinants: censorship and the organisational support of the government context.

We developed and proposed a research model based on some determinants from UTAUT as shown in Figure 1. We applied special and new factors such as censorship, and organisational

Fig. 1. Proposed Research Model

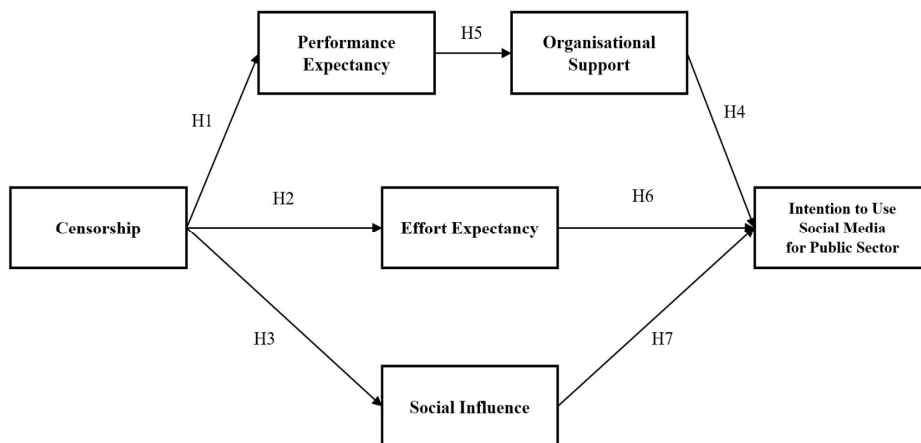


Table 1. Demographic information

Characteristic		Frequency (N=212)	Percentage (%)
Gender	Male	95	44.81
	Female	117	55.19
Age	21-30	55	25.94
	31-40	122	57.55
	41-50	27	12.74
	51 and Over	8	3.77
Organization	Ministry/Cabinet	17	8.02
	Agency/Committee	92	43.40
	Local Administration	15	7.08
	State owned company, state factory	28	13.21
	Government Service or special organization	32	15.09
	Other	28	13.21
Position	Assistant	3	1.42
	Officer, Expert	92	43.40
	Senior officer, expert	34	16.04
	Vice Director, Director, Chairman or above	25	11.79
	Contract employee	3	1.42
	Inspector, Investigator	24	11.32
Social media usage experience	Others	31	14.62
	1-2 years	6	2.83
	3-4 years	34	16.04
	5-6 years	66	31.13
	Above 7 years	106	50.00

support determinants based on the literature review in the post-communist domain,

IV. Research Methodology

This study used empirical investigation of post-communist citizens' intention to use social media as a two-way intercommunication system with public sector organisations. After designing the proposal model, we initially conducted an online pilot survey using a Google Docs-based questionnaire, with 50 respondents from Mongolia, using the Partial Least Square (PLS) method to analyse the proposal model of this study. Online survey collection has advantages such as speed, accuracy, data entry, and numerous studies use such a model for collecting data (Topp and Pawloski, 2002). Based on the pilot test sample, we analysed the validity, the reliability, and the internal consistency of model measurement items before conducting a real sample survey. After pilot test, we finalized presented in model measurement items (Appendix A). A Seven-Likert system used for the measurement of the survey that scaled from 1 ('strongly disagree') to 7 ('strongly agree').

To test the research model, we conducted a survey for citizens of post-communist countries; in this case, Mongolia. In total, 239 respondents, with 212 valid respondents, were surveyed online, which we distributed using social network service sites such as Facebook and Twitter. Since we investigated social media communication with the government, we needed to conduct the

Table 2. CFA, Convergent Validity and Reliability Test

Constructs	Measurement Items	Mean	S.D.	PLS Loading (>0.7)	t-value	Cronbach h's alpha (>0.7)	CR (>0.7)	AVE (>0.5)
Performance Expectancy (PE)	PE1	5.108	1.635	0.877	43.257	0.915	0.940	0.797
	PE2	4.887	1.514	0.886	42.418			
	PE3	5.000	1.520	0.903	44.010			
	PE4	5.042	1.531	0.904	63.719			
Effort Expectancy (EE)	EE1	5.052	1.539	0.901	59.529	0.940	0.957	0.847
	EE2	5.184	1.548	0.927	78.259			
	EE3	4.962	1.498	0.917	55.391			
	EE4	5.297	1.558	0.936	79.609			
Social Influence (SI)	SI1	4.448	1.543	0.866	39.329	0.914	0.939	0.794
	SI2	4.594	1.580	0.908	51.676			
	SI3	5.080	1.590	0.891	43.740			
	SI4	4.665	1.612	0.900	55.981			
Intentional to use S,M for public sector (IU)	IU1	5.288	1.535	0.876	38.102	0.898	0.936	0.831
	IU2	4.962	1.671	0.949	90.357			
	IU4	4.792	1.739	0.907	52.994			
	MC1	3.075	1.594	0.818	26.338			
Censorship (MC)	MC2	3.311	1.523	0.868	30.258	0.843	0.894	0.679
	MC3	3.236	1.492	0.826	19.075			
	MC4	3.651	1.640	0.783	19.690			
	PS1	4.854	1.483	0.776	17.224			
Organizational Support (PS, TS)	PS2	4.580	1.523	0.812	20.750	0.922	0.936	0.648
	PS3	5.071	1.551	0.793	21.706			
	PS4	5.302	1.597	0.724	16.438			
	TS1	4.208	1.641	0.815	29.855			
	TS2	4.467	1.591	0.861	43.947			
	TS3	4.373	1.613	0.818	25.232			
	TS4	4.288	1.553	0.833	29.364			

survey within the social media user's environment. The online and social media distributed questionnaire is not a new topic, having already been researched by Ho (2014), and can be widely used for academic and non-academic purposes.

In the case of Mongolia, Facebook is the most widely used social media platform. Thus, we used the Google Docs-based questionnaire survey distributed by Facebook mostly to public sector organisations, chief information technology officers of the ministries and agencies, as well as the local government, and they shared the survey among their organisational internal Facebook group and their intranet network. Furthermore, some respondents shared the survey publicly through Facebook and Twitter, and mentioned that it was designed for government employees.

The sample result is composed by 44.81% men, with 55.19% females, mostly of ages between 31 and 40. Further demographic information of the respondents can be found in Table 1. For the analysis of the collected data, we used the structural equation model (SEM) technique with partial least squares (PLS) and the SmartPLS 3.2.6 analysis software tool (Ringle et al., 2015) to check and assess our model and its measurements.

The SmartPLS software is used in empirical study research to analyse the collected survey da-

Table 3. Discriminant Validity Analysis

	Censorship	Effort Expectancy	Intention to Use	Organizational Support	Performance Expectancy	Social Influence
Censorship	0.824*					
Effort Expectancy	-0.542	0.92*				
Intention to Use	-0.549	0.797	0.911*			
Organizational Support	-0.507	0.706	0.752	0.805*		
Performance Expectancy	-0.504	0.861	0.784	0.703	0.893*	
Social Influence	-0.492	0.779	0.821	0.781	0.771	0.891*

ta, and hypothesise relationships (Ringle et al., 2015). The PLS is an advanced, next-generation multivariate data analysis method that has already been widely used by many scholars in academia to assess the fit for advanced and complex models in various fields such as social science (Hair et al., 2016), and is thus suitable for our research model.

V. Results

The PLS is a structured equation modelling (SEM) method that can analyse the complex relationship of multiple constructs. Besides, in the actual survey, the SmartPLS analysis software tool is widely used to statistically inspect the proposed model.

Firstly, we have conducted a confirmatory factor analysis (CFA) of all six constructs. In the initial test, we examined 26 measurement items, and after the test of CFA conduction, we revised and dropped 4 measurement items of the model based on the lower factor loading (less than 0.7

Fig. 2. Hypotheses Testing Result

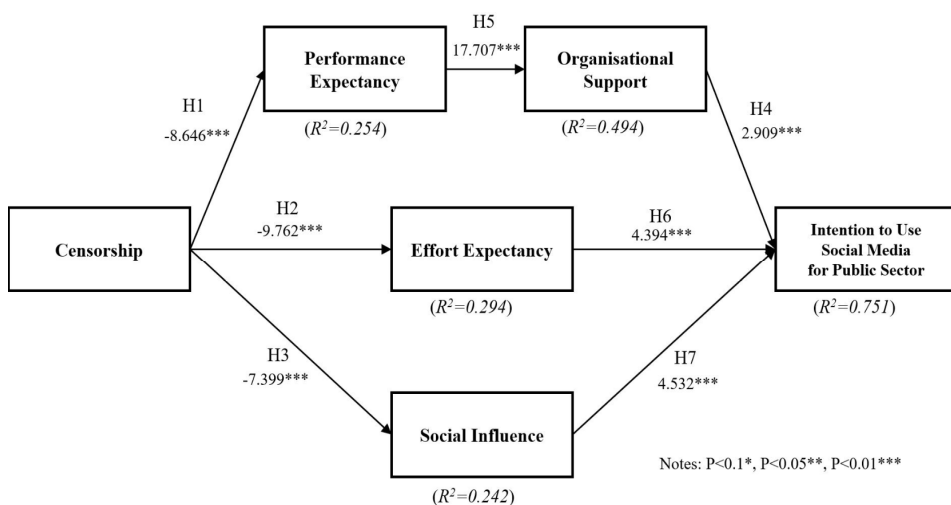


Table 4. The Results of Hypotheses

Path	Path Coefficient	Remark
Censorship -> Performance Expectancy	-8.646***	Accepted
Censorship -> Effort Expectancy	- 9.762***	Accepted
Censorship-> Social Influence	-7.399***	Accepted
Organizational Support -> Intention to Use Social media for Public Sector organization	2.909***	Accepted
Performance Expectancy -> Organizational Support	17.707***	Accepted
Effort expectancy -> Intention to Use Social media for Public Sector organization	4.394***	Accepted
Social influence -> Intention to Use Social media for Public Sector organization	4.532***	Accepted

Note: * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

are deducted) requirement. We examined the measurements according to the following aspects: the convergent validity, the reliability, and the discriminant validity of our proposed model. The results of all loadings were higher than the recommended threshold level 0.7, and confirmed the reliability of our measurement items as shown in Table 2. More specifically, the AVE results of all constructs were higher than the recommended 0.5 threshold (Sethi and King, 1994), and all composite reliability (CR) values are higher than the 0.7 requirement (Sethi and King, 1994). The discriminant validity results are shown in Table 3. All statistical results and measurement items were confirmed.

The statistical results are presented in Figure 2, and we statistically analysed the R2 values to examine the explanatory power of our model. The results show a 75.1% intention to use social media for the public sector.

The model paths of constraints show the significance of each relationship for the hypothesis, and we analysed the variances described by each path in our research model and measured as presented in Figure 2. Censorship has a significant negative effect on performance expectancy, on effort expectancy, and on social influence (H1: $\beta = -0.504 / p < 0.01$, H2: $\beta = -0.542 / p < 0.01$, H3: $\beta = -0.492 / p < 0.01$, respectively), and performance expectancy has a significant positive relationship to organisational support (H4: $\beta = 0.703 / p < 0.01$), while confirmation of organisational support, effort expectancy, and social influence have significant affiliations with the intent to use social media for public organisations (H5: $\beta = 0.198 / p < 0.01$, H6: $\beta = 0.351 / p < 0.01$, H7: $\beta = 0.392 / p < 0.01$) for two-way communication in post-communist countries. The results of the hypotheses' examinations are shown in Table 4.

V. Discussions

Social media penetration is leveraging all around the world (Kemp, 2019), and many government organisations have started to adopt social media to interact, to engage the citizens, and to use as communication channels (Mergel, 2013a). To successfully adopt social media from information sharing to a two-way inter-communication service in the public organisations, it is important that government administrative offices should consider and investigate the public sector organisation, intention at the employee level, and intention to use technology such as social media as an interaction tool in the government (Mergel, 2013a; Kim et al., 2013). Social media en-

ables a new opportunity of open participation and brings more openness and transparency in government activities for citizens (Criado et al., 2013). Moreover, in the online environment, especially the social and organisational culture, social communication and ethnic communication are important factors in organisational conditions (Chen 2012; Gong et al., 2016).

Censorship is a cultural environmental factor, because post-communist countries experienced state censorship (Jakubowicz, 2005), the distribution of information, communication, state control of the media throughout the country, and censorship was under the control of the state (Richter, 2007). Thus, we have chosen censorship as a precondition factor for performance expectancy, effort expectancy, and social influence according to the UTAUT model, and it is considered as the most restricted experience for every government organisation and society of post-communist countries, and negatively influences individuals' basic democratic rights — that is, to communicate one's ideas and opinions freely, regardless of the medium used (Snel, 2013).

There are many IT and new technology adoption models and theories, but there is a limitation for applying directly to post-communist countries' different socio-political cultural domain. For this reason, we needed to modify the existing model, and added cultural factors such as censorship. The individual's right to the censorship relates to the all kinds of views and information including might be offensive communication to public sector or even the overpowering mainstream of citizens (Richter, 2007).

From the organisational perspective, our analysis results validated that more censorship is a negative pre-conditional factor, which decreases the degree of government organisations' employees' performance expectancy, social influence, and effort expectancy on the utilisation of social media systems to intercommunicate with citizens in post-communist states. Furthermore, the analysis results of our research show that post-communist countries are transitioning to building democratisation (Matthew, 2017), but there are still high censorship rates that negatively influence freedom of expression and communication with citizens; thus, higher censorship is a negative factor from the organisational perspective.

In addition, censorship decreases public sector employees' task concentration of performance expectancy, as well as increasing government employees' ease of use of social media systems (Venkatesh et al., 2003) associated with effort expectancy. Moreover, it decreases the social influence of public sector employees' perception that important colleagues, friends, or other people's views that they should use the social media system on the intention to use social media for public organisations as a two-way communication method.

Moreover, public sector employees' higher performance expectancy tends to contribute to the employees' higher organisational support of the utilisation of social media in public organisations of Mongolia. There is high correlation between performance expectancy and mediator organisational support (Eisenberger et al., 1986). Thus, government employees' higher performance expectancy indirectly affects greater expectations of intention to use social media for public sector through the higher organisational support mediator in the case of Mongolia. This means that employees have a greater indirect belief that, by using the social media system to interact with citizens, the gap between them will be bridged when they perceive higher organisational support, including top management support and policy support.

Next, this study involved organisational support as a mediating effect between performance

expectancy and the intention to use social media. Higher organisational support has a bridging effect on performance expectancy, and is positively related to the higher intention to use social media as a two-way communication tool. This means that if employees have better policy, and the top management's willingness, the intent to use social media for communication purposes with citizens will be supported.

Effort expectancy concerns the employees' belief that social media use is worthwhile and easy (Venkatesh et al., 2003), and a higher effort expectancy is positively related to the higher intention to use the social media system to communicate with citizens. This means that employees have a higher willingness to communicate with citizens through social media when ease of using the system is perceived, and when expecting greater effort toward the intention to use social media.

Moreover, the analysis results show that the higher level of social influence has a direct positive effect on the intention to adopt social media in the public organisations in the post-communist countries. This means that other people such as friends, colleagues, or relatives (Venkatesh et al., 2003) will influence the government employees' intention to use the social media system, and furthermore, there still remain the footprints of communism that made up the socialist society, so that social influence is continued even in the post-communist era (Banalieva et al., 2017).

VI. Conclusions

This study proposed a new model for examining public sector employees' intention to use social media in public organisations as a two-way communication tool in the information-sharing stage of social media utilisation. We empirically investigated the model of public employees' intention to examine the post-communist countries' cultural, social, economic, and political systems, government organisational environment, particularly the government organisational perspective in the environment of the former communist sphere. We added the cultural factors, censorship and organisational support, to the existing IT adoption UTAUT model to test the situation of a post-communist country, Mongolia.

To successfully adopt social media as a new civic communication service in public organisations, it is important that government administrative offices consider and investigate the organisation employees' behaviour in using social media systems (Mergel, 2013a; Kim et al., 2013). Thus, this study will be of interest for the researchers, government decision makers, and officials to increase awareness and perception of social media, as well as to make decisions about the importance of the public sector's point of view of how the public sector employees intend to use social media for two-way communication with citizens in the post-communist country's domain.

This study has some theoretical and practical contributions. Social media communication differs between countries in terms of cultural, social-political, and ethnic communication backgrounds and behavioural conditions (Chen, 2012). Therefore, this study contributes to the new theoretical involvement with social media by testing a new social media-based third-party inter-communication channel, including intent to use in the public service for post-communist

countries.

In addition, this study practically contributed by empirically investigating the model in the post-communist Mongolian situation. The result of the practical analysis demonstrates that higher rates of censorship are expected to be a negative pre-condition, and the performance expectancy factor is positively bridged by the organisational support determinant; the effort expectancy and social influence factors have positive effects on the government employee's willingness to use social media system for intercommunication with citizens in the post-communist situation.

The major limitation of this study is that it focused on the organisational employee's level perspective with a case of a post-communist country, namely the Mongolian situation, and the survey is mostly focused and distributed on Facebook pages and groups, because it has the highest penetration usage among social media. Therefore, supplementary studies should include other post-communist countries' cases, and comparative studies should be conducted among those former soviet countries. In spite of these limitations, this study serves to illuminate the possibilities of social media usage for public organisations in post-communist countries.

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APPENDIX A. Measurement items

	Measurement Items	Source
PE	Performance Expectancy	
PE_1	If I use the social media system to communicate with citizen, It will increase my chances of achieving better communication performance with citizen	
PE_2	I would find the social media system useful as it provides openness and transparency, when communicating with citizen.	Venkatesh et al. 2003
PE_3	Using the social media system increases my productivity when I am communicating with citizens.	
PE_4	Using the social media system when communicating with citizens enables me to accomplish communication tasks more quickly.	
EE	Effort Expectancy	
EE_1	It would be easy for me to become skillful at using the social media system use to communicate with citizen.	
EE_2	I would find communicating with citizen through the social media system to be easy for me to use.	Venkatesh et al. 2003
EE_3	My interaction with the social media system to communicate with citizen will be clear and understandable.	
EE_4	Learning to operate the social media system to communicate with citizen will be easy for me.	
SI	Social Influence	
SI_1	People who are important to me think I should use the social media system to communicate with citizens.	
SI_2	People who are important to me have been helpful in the use of the social media system to communicate with citizens.	
SI_3	I use social media when communicate with citizens, because my colleagues and public officials will use it	Venkatesh et al. 2003
SI_4	I feel very proud in using this social media when communicating with citizen	
IU	Behavioral Intention to Use the System	
IU_1	I predict I will use the social media system to communicate with citizen in the future.	
IU_2	I intend to use the social media system to communicate with citizen.	
IU_4	I plan to use the social media system to communicate with citizen regularly	
TS/PS	Organizational Support (Top management & Policy support)	
TS_1	Top management is highly interested in to use Social media as communication tool with citizen from organization.	
TS_2	Top management is aware of the benefits using Social media as communication tool with citizen for future success of organization.	
TS_3	Top management has allocated adequate financial and other resources for using Social media as communication tool with citizen.	Hsiu-Fen Lin 2014,
TS_4	Top management has a vision to project in your organization as a leader in the promotion of using social media as communication tool with citizen.	Pudjianto et al. 2011
PS_1	The government willing to engage citizens through open government policy	
PS_2	The government policy generally supports to use of new system initiatives such as using social media in the organization to communicate with citizens	
PS_3	The use of social media system in the organization to communicate with citizens must drive by encouragements provided by the organization policy to use the it.	
PS_4	The use of social media in the organization to communicate with citizens is required by the government policy needs	
MC	Censorship	
MC_1	I think that the government influences for information censoring or restriction control	
MC_2	I think that an open access and communication with citizen without approval is highly restricted from top level-organization.	Freedom of house, index items
MC_3	I think the government organization's PR, media official forcibly close or concerning what other officials publish or communicate through Social media	
MC_4	I think there are organizational restrictions exists on open and transparent communication with citizens through social media.	