



Social Media Application as a New Paradigm for Business Communication Strategies: The Role of Knowledge, Attitude, and Practices (KAP)

Ukie Tukinah¹, Andhy Tri Adriyanto², Yovita Mumpuni Hartarini³

Management, Sekolah Tinggi Ilmu Ekonomi (STIE) Semarang, Semarang, Indonesia^{1,3}

Management, Universitas Semarang, Semarang, Indonesia²

Info Article

Article History:

Submitted: 29 October 2025

Revised: 22 April 2025

Accepted: 01 May 2025

Keywords:

Attitude, Business Communication Strategies, Knowledge, Practice, Social Media Use

Abstract

Business communication methods have had a significant impact on both private and public enterprises. The company's communication strategy has emerged as the most crucial problem, affecting all firms. This study seeks to investigate the link between company communication strategy knowledge, attitudes regarding social media usage, and social media use habits. This study looks at how attitudes regarding social media use influence the link between company communication strategy knowledge and social media use habits. To acquire the sample, the survey employed a non-probability convenience sampling technique, recruiting willing respondents who gave their agreement for data collection. The research collected comments from 250 people. The findings supported the link between company communication strategy expertise and attitudes toward social media use. Similarly, the findings of this study supported the beneficial association between attitudes about social media use and practices. Attitudes about social media usage mediated the link between understanding company communication strategies and social media use behaviors. This study presents a systematic and comprehensive research strategy for investigating the outcomes of company communication initiatives. The generalizability of these findings suggests promising paths for future study on company communication methods.

Aplikasi Media Sosial sebagai Paradigma Baru Strategi Komunikasi Bisnis: Peran Pengetahuan, Sikap, dan Praktik (KAP)

Abstrak

Metode komunikasi bisnis telah memberikan dampak yang signifikan terhadap perusahaan swasta dan publik. Strategi komunikasi perusahaan telah muncul sebagai masalah yang paling krusial, yang mempengaruhi semua perusahaan. Penelitian ini berusaha untuk menyelidiki hubungan antara pengetahuan strategi komunikasi perusahaan, sikap terhadap penggunaan media sosial, dan kebiasaan penggunaan media sosial. Penelitian ini melihat bagaimana sikap terhadap penggunaan media sosial mempengaruhi hubungan antara pengetahuan strategi komunikasi perusahaan dan kebiasaan penggunaan media sosial. Untuk mendapatkan sampel, survei ini menggunakan teknik pengambilan sampel non-probabilitas, dengan merekrut responden yang bersedia dan memberikan persetujuan untuk pengumpulan data. Penelitian ini mengumpulkan komentar dari 250 orang. Temuan penelitian ini mendukung hubungan antara keahlian strategi komunikasi perusahaan dan sikap terhadap penggunaan media sosial. Demikian pula, temuan dari penelitian ini mendukung hubungan yang menguntungkan antara sikap terhadap penggunaan media sosial dan praktiknya. Sikap terhadap penggunaan media sosial memediasi hubungan antara pemahaman strategi komunikasi perusahaan dan perilaku penggunaan media sosial. Penelitian ini menyajikan strategi penelitian yang sistematis dan komprehensif untuk menyelidiki hasil dari inisiatif komunikasi perusahaan. Generalisasi dari temuan ini menunjukkan jalan yang menjanjikan untuk studi masa depan tentang metode komunikasi perusahaan.

JEL Classification: M30, M14, D83, L86

How to Cite: Tukinah, U., Adriyanto, A. T., & Hartarini, Y. M. (2025). Social Media Application as a New Paradigm for Business Communication Strategies: The Role of Knowledge, Attitude, and Practices (KAP). *JDM (Jurnal Dinamika Manajemen)*, 16(1), 124-141.

✉Correspondence Address

Institutional address: Semarang, Jawa Tengah, Indonesia

Email: andhy@usm.ac.id

ISSN

2337-5434 (online)

INTRODUCTION

Companies are increasingly adopting reward systems incorporating social media elements into their services and customer relationship management strategies. Recently, user experience has garnered significant attention from both scholars and industry professionals (Chia-lin Hsu & Chen, 2018). It encompasses all aspects that affect how a user interacts with and perceives a product or system (Partala & Saari, 2015). The importance of user experience has escalated for the success of online business operations, prompting companies to consider factors beyond just pricing and product quality (Chia-lin Hsu & Chen, 2018).

The widespread use of social media is evident not only among individuals but also within corporate entities (Paulson et al., 2021). Various businesses have encountered numerous challenges related to health and operational disruptions (Rahmat et al., 2022; Sun et al., 2023). These issues include customer attrition and supply chain interruptions (Fu & Abbas, 2022; Mamirkulova., 2022). Businesses have faced various obstacles, including health crises, alterations in international/export orders, and shortages of raw materials (Li & Wang, 2022; Shoib et al., 2022; Khazaie et al., 2023). Disruptions in transportation have also arisen due to global emergencies (Shafi et al., 2020). Technological innovations (Yoosefi Lebni et al., 2021) and shifts in the supply-demand dynamics have facilitated online deliveries through e-commerce platforms (Mason et al., 2021; Mason et al., 2021). The current scenario has reshaped the knowledge, attitudes, and practices (KAP) surrounding the use of social media both as a marketing tool and as a means to tap into emerging online markets (Mason et al., 2021).

Social media functions as a means of entertainment and demonstrates considerable effectiveness during crises such as floods, wars, earthquakes, riots, and lock-

downs. This effectiveness is due to its user-friendly nature, widespread accessibility, and its role as a swift communication tool (Rosenberg et al., 2018). During these critical events, social media platforms have become essential for obtaining real-time information and for social interaction (Jogezai et al., 2021). The use of social media has seen significant growth (Zhao & Zhou, 2021). Numerous studies have investigated various aspects of social media, including its role in digital learning (Aditya, 2021; Chaturvedi, Vishwakarma, & Singh, 2021; Deshpande & Mhatre, 2021; Hasan & Bao, 2020; Smith et al., 2021) and its influence on the economies of different nations (Ali et al., 2022; Bhattacharya & Banerjee, 2021; Cuschieri & Grech, 2021; Delbiso, Kotecho, & Asfaw, 2021; Donnarumma & Pezzulo, 2021; Hasan & Bao, 2020; Klasche, 2021; Mahi et al., 2021; Prempeh, 2021; Roy et al., 2021; Ye et al., 2020). However, it is crucial to understand how online social media usage meets social needs following the closure of physical social interaction venues (Haman, 2020; Jogezai et al., 2021). The present study examines how the knowledge of business communication strategies affects the attitudes and behaviors of individuals in Pakistan regarding social media use (Yu et al., 2022). Social media platforms such as Instagram, Twitter, and Facebook cater to users' social needs by offering content for information, entertainment, and communication. However, the increased usage has contributed to the development of social media addiction in some users (Purnama & Susanna, 2020). These platforms still hold potential for learning and electronic communication, an area that has not been thoroughly researched.

Researchers have utilized the KAP theory to explore strategies for business communication (Al-Hanawi et al., 2020; Alqahtani et al., 2021; Andrade et al., 2020; Ferdous et al., 2020; Kumar et al., 2021; Lee et al., 2021; Zhong et al., 2020). KAP is a theory focused on behavioral change that is

frequently referenced in studies to pinpoint knowledge gaps in business communication strategies, analyze behavioral trends, and anticipate shifts in behavior across various socioeconomic demographics to facilitate effective health interventions (Lee et al., 2021). There remains a notable gap in the existing literature concerning the application of KAP about social media usage, particularly regarding its severity and implications. Consequently, this study aims to examine how knowledge of business communication strategies influences individuals' engagement with social media (Aqeel et al., 2021; Yoosefi Lebni et al., 2021). as well as to investigate the formation of attitudes that encourage social media participation (Yu et al., 2022).

This proposed research model aims to fill a gap in the literature by examining how knowledge of business communication strategies, attitudes toward social media usage, and actual social media practices interact. By establishing a structured framework, this study takes a significant step toward addressing the identified literature gap and explores the impact of these variables on social media utilization. It also highlights limitations present in previous studies concerning the connection between business communication strategies, knowledge, and its influence, mediated by attitudes toward social media. Consequently, this paper formulates hypotheses to investigate the relationship between knowledge of business communication strategies and social media practices.

Hypothesis Development

Relationship between Business Strategies Communication Knowledge (BSCK) on Attitude Towards Social Media Use (ATSMU)

Understanding business communication strategies is positively associated with perceptions regarding the use of social media. These results align with earlier studies carried out in this demanding con-

text (Ferdous et al., 2020; Lee et al., 2021; Zhong et al., 2020). The research literature on business communication techniques has also confirmed that when people are socially isolated and have no social engagement with others, they turn to social media as an alternative source of idea exchange. There is an association between business strategies communication knowledge (BSCK) and attitudes toward social media usage (ATSMU) (Alqahtani et al., 2021; Ferdous et al., 2020; Rizwan et al., 2021). People eventually adopted social media and created social media tools for communication needs. Thus, the proposed hypothesis is as follows:

H1: Business strategies communication knowledge (BSCK) has a positive effect on attitude towards social media use (ATSMU).

Relationship between Attitude Towards Social Media Use (ATSMU) on Practices for Social Media Use (PSMU)

The connection between attitudes towards social media usage (ATSMU) and social media usage practices (PSMU) is both strong and significant. This research discovered that the comprehension of corporate communication strategies and their impacts plays a role in shaping public behavior. They acknowledge the unintended consequences of physical interaction with the virus. To mitigate the risks of transmission, individuals have adopted social isolation. Social media users have shifted to online communication rather than face-to-face interactions. These results align with historical research, as previous studies on corporate communication strategies have shown that consumers engage with social media platforms for a variety of purposes (Blackwell et al., 2017; Chaturvedi et al., 2021; Dutta, 2020; Jomezai et al., 2021; Rizwan et al., 2021; Zhao & Zhou, 2021). Thus, the proposed hypothesis is as follows:

H2: Attitude towards social media use (ATSMU) has a positive effect on practices for social media use (PSMU).

Relationship between Business Strategies Communication Knowledge (BSCK) on Practices for Social Media Use (PSMU)

Attitudes about social media use influence social media habits in a good way. Social media apps and technical advancements have played critical roles in assisting public and private organizations in achieving their goals. A previous study has demonstrated consistency with earlier research undertaken on the implications of company communication techniques (Ambrogio, Filice, Longo, & Padovano, 2022; Brem, Viardot, & Nylund, 2021; Dahlke et al., 2021; B. Li, Zhong, Zhang, & Hua, 2021; Mejía-Trejo, 2021). Thus, the proposed hypothesis is as follows:

H3: Business strategies communication knowledge (BSCK) has a positive effect on practices for social media use (PSMU).

Mediation of Attitude Towards Social Media Use (ATSMU) on Relationship Between Business Strategies Communication Knowledge (BSCK) and Practices for Social Media Use (PSMU)

The claim is that people's views on the usage of social media apps moderate the relationship between understanding of corporate communication methods and actual social media tool use. When individuals learn about containment, their perspective regarding the use of social media in company communication tactics changes, and they begin to utilize social media apps for a variety of objectives in their lives. These social media platforms can be leveraged for various purposes, including business, marketing, entertainment, and gaining insights into contem-

porary issues. Earlier research outcomes are consistent with the literature in similar contexts from diverse regions globally (Jogezai et al., 2021; Rizwan et al., 2021; Zhao & Zhou, 2021). Thus, the proposed hypothesis is as follows:

H4: Attitude towards social media use (ATSMU) mediates the relationship between business strategies communication knowledge (BSCK) and practices for social media use (PSMU).

METHOD

This analytical study explores empirical correlations using a cross-sectional, descriptive observational approach, grounded in deductive reasoning and quantitative methods. (Farashah & Blomquist, 2020; Pitafi et al., 2018). The focus of this study is on Indonesia, with participants drawn from various regions across the country. The data collection occurred in 2024, involving respondents from different Indonesian locales (Pitafi, Kanwal, Akhtar, et al., 2018; Pitafi, Kanwal, Ali, et al., 2018). As social media usage for communication has become prevalent, this research utilized non-probability convenience sampling for data collection (Avotra et al., 2021).

Participants were recruited based on availability and willingness to engage in the survey, with informed consent obtained before data collection. A total of 250 individuals participated in the study. The eligibility criteria allowed any male or female resident of Indonesia to take part. Out of 300 distributed questionnaires, 250 were deemed valid for analysis, resulting in a response rate of 83.3%. Incomplete questionnaires were excluded from the study, as they lacked sufficient responses.

The researchers distributed self-administered questionnaires to gather participant feedback. This method was chosen

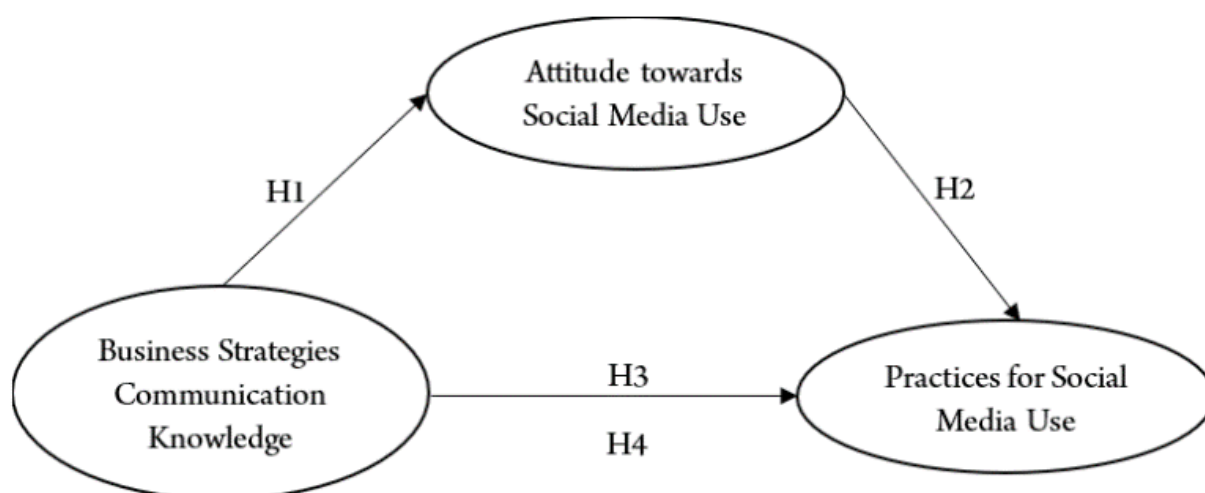


Figure 1. Conceptual Model

to ensure clarity in question understanding. Participants were informed about the survey's purpose and assured of their data. The questionnaires were circulated among individuals in various Indonesian locations, with four weeks allowed for participants to submit their responses. The completed survey forms were screened, and only relevant feedback was included in the data analysis (Kaur & Anand, 2018).

Data was collected using a 15-item questionnaire developed from earlier studies. This questionnaire consisted of two primary sections (Abbas et al., 2019; Farzadfar et al., 2022). The independent variable focused on knowledge of business communication strategies, measured with a five-item scale adapted from prior research (Carvalho Alves et al., 2021). The survey also assessed participants' attitudes towards social media through a five-item scale derived from the literature (Jogezai et al., 2021). Furthermore, the dependent variable—practices towards social media use—was evaluated using a five-item scale from previous studies (Jogezai et al., 2021). The questionnaire employed a five-point Likert scale, with responses ranging from 1 to 5, where 5 indicated strong agree-

reement and 1 represented strong disagreement (1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly agree).

For data analysis, the researchers utilized Smart PLS version 4, a statistical software designed for partial least-squares structural equation modeling (PLS-SEM) (K. Latif, Malik, Pitafi, Kanwal, & Latif, 2020). PLS-SEM is recognized for its robust, flexible, and effective analytical capabilities (Avotra et al., 2021). The second section of the questionnaire was dedicated to hypothesis testing (Wu et al., 2023). Data analysis for hypothesis testing was conducted in two phases: the first involved estimating the measurement model, and the second focused on estimating the structural model (Islam et al., 2021). During the initial phase, the data underwent screening for valid and reliable scale items, evaluating both discriminant and convergent validity (Marchena-Giráldez et al., 2021). The validity checks were performed using factor loadings, Cronbach's alpha, and average variance extracted (AVE). The hypotheses were assessed for acceptance or rejection based on the computed values, t-statistics, and p-values relevant to each hypothesis.

RESULT AND DISCUSSION

The Validity Test

Table 1 presents the elements of convergent validity, such as indicator reliability and the reliability and validity of the construct. Table 3 provides the results of reliability tests, including measures like Cronbach's Alpha, Composite Reliability, and Average Variance Extracted. The findings demonstrate that the reliability scores surpass 0.7, which represents the highest values observed. Cronbach's Alpha was employed for data analysis, and the results support conclusions recommended by multiple scholars (Bjekić et al., 2021; Taber, 2018). Furthermore, the values for construct composite dependency also exceeded 0.7, reflecting the top values noted for this measure. Researchers suggest that a Critical Composite (CR) threshold should not be set below 0.7 for it to be deemed acceptable. Based on the results presented in the subsequent table, it can be concluded that the CR criterion has been satisfied, confirming its acceptability. While Composite Reliability can serve as a substitute for Cronbach's Alpha, it is worth noting that the CR values tend to be slightly higher, although the difference is not substantial (Peterson & Kim, 2013).

To evaluate convergent validity, the Average Variance Extracted (AVE) was assessed, with the AVE values shown in Table 3. The results were greater than 0.5, representing the highest values recorded thus far. The minimum AVE value considered acceptable is 0.5 (Rouf & Akhtaruddin, 2018). It has been established that this acceptability threshold has been achieved, confirming that convergent validity is present across all four dimensions. The findings summarized in the aforementioned table support these conclusions. Additionally, convergent validity was a key method employed to evaluate the discriminant validity hypotheses (Ab Hamid ., 2017).

Structural Model Estimation

The next step in the partial least squares structural equation modeling process entails evaluating the structural model. This process yields β -values, t-statistics, and outcomes, which enable the validation or rejection of the proposed hypotheses. Table 2 and Figure 2 illustrate the structural model algorithm derived from this research. The resulting structural model delineates the relationships characterized by β -values. The standardized β -value quantifies how changes in the independent variable affect the dependent variable. These measurements reflect each relationship analyzed in this study, with higher β -values indicating a significant impact on the dependent variable. Conversely, the t-statistic validates the magnitude of the β -value.

Direct Effects

Table 2 details the β -values, t-statistics, and findings. The results affirm both proposed hypotheses regarding direct effects with $p < 0.05$. Consequently, the findings reveal significant t-statistics and meaningful β -values. The first hypothesis, H1, asserts a positive relationship between knowledge of business communication strategies and attitudes towards social media usage. The findings support H1, with a β -value of 0.836 and a t-statistic of 51.821. The second hypothesis, H2, posits a positive correlation between attitudes towards social media use and social media usage practices. The results of this study affirm H2 with a β -value of 0.511 and a t-statistic of 8.751. The third hypothesis, H3, claims a positive link between attitudes towards social media and social media practices, validated by the results with a β -value of 0.372 and a t-statistic of 6.086.

Indirect Effects

Table 2 also presents findings for one indirect effect. This study proposes two

Table 1. Correlations, Measures of Reliability, and Validity

Constructs	Items	Loadings	Cronbach's Alpha	CR	AVE
Business Strategies Communication Knowledge (BSCK)	BSCK1	.921	.935	.951	.795
	BSCK2	.885			
	BSCK3	.887			
	BSCK4	.843			
	BSCK5	.920			
Attitude Towards Social Media Use (ATSMU)	ATSMU1	.926	.930	.947	.783
	ATSMU2	.889			
	ATSMU3	.841			
	ATSMU4	.850			
	ATSMU5	.913			
Practices for Social Media Use (PSMU)	PSMU1	.941	.945	.958	.821
	PSMU2	.868			
	PSMU3	.843			
	PSMU4	.938			
	PSMU5	.939			

hypotheses concerning mediating effects. The fourth hypothesis, H4, suggests that attitudes towards social media use mediate the connection between knowledge of business communication strategies and social media practices. In this context, attitudes towards social media serve as a mediating variable. The mediation effect between knowledge of business communication strategies and social media practices is validated with a β -value of 0.427 and a t-statistic of 8.575.

The current research has quantitatively assessed the relationship between understanding business communication strategies and the formation of attitudes toward social media usage, along with the resulting behavior of business entities in utilizing social media (Anser et al., 2020; Latif et al., 2021; Pitafi et al., 2018; Pitafi et al., 2018; Rashid et al., 2020). The utilization of social media has significantly transformed how knowledge is accessed, influencing perspectives, attitudes, and

practices regarding its role in marketing and reaching new online markets (Mason et al., 2021). In the present landscape, businesses' extensive engagement with social media has allowed them to penetrate new markets by attracting potential customers through social marketing strategies (Pitafi et al., 2019; Rasheed et al., 2020; Wei, 2020). Due to different challenges, companies have faced many problems (Kanwal et al., 2019; Latif et al., 2020; Pitafi et al., 2018). The challenges highlighted encompass customer attrition, disruptions within supply chains and logistics, alterations in international orders, and raw material shortages (Islam et al., 2021; Pitafi et al., 2020; Younis et al., 2021). Consequently, companies at different tiers have found innovative ways to connect with consumers on a broader scale, with online social media marketing playing a pivotal role in this transformation (Islam et al., 2021; Khan, 2020; Lai et al., 2021). Strategies for business communication have provi-

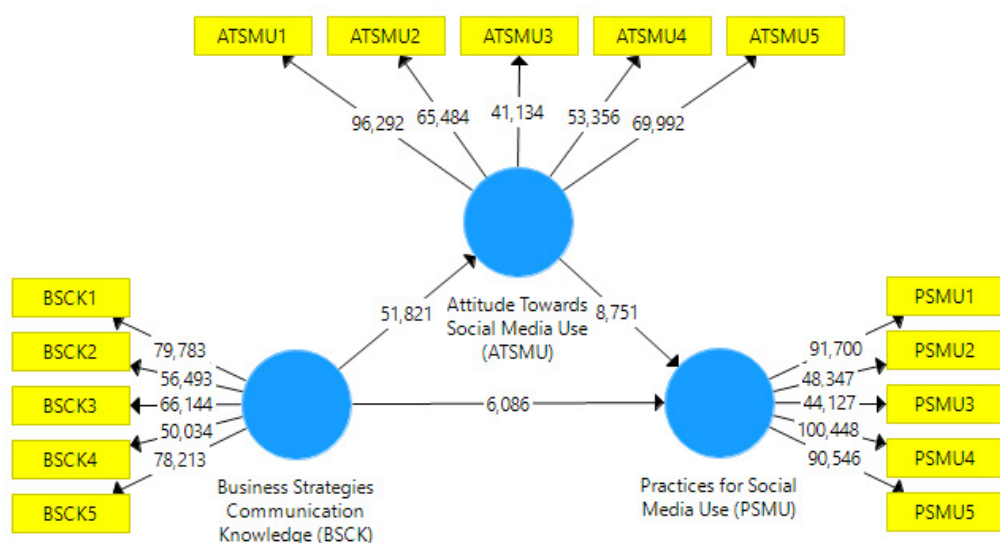
Table 2. Structural Relationships

Hypothesis		Path Coefficients	t-value	Results
Business Strategies Communication Knowledge → Attitude Towards Social Media Use	H1	.836	51.821	Support
Attitude Towards Social Media Use → Practices for Social Media Use	H2	.511	8.751	Support
Business Strategies Communication Knowledge → Practices for Social Media Use	H3	.372	6.086	Support
Business Strategies Communication Knowledge → Attitude Towards Social Media Use → Practices for Social Media Use	H4	.427	8.575	Support

ded a distinct perspective on social media marketing, enabling access to new online markets while addressing issues related to supply chains, transportation, supply-demand interactions, and various challenges encountered.

The results of this research indicate that knowledge of business communication strategies has significantly altered people's mindsets. It appears that global perceptions are being shaped by this influence. The research model demonstrates a strong positive correlation between

knowledge of business communication strategies and individuals' attitudes towards social media usage, thereby supporting Hypothesis 1 (H1). As shown in Table 2, there is a positive connection between business communication strategies knowledge and attitudes towards social media, which validates Hypothesis 2 (H2). These outcomes align with previous research conducted in this complex environment (Ferdous et al., 2020; Lee et al., 2021; Zhong et al., 2020) an array of measures have been adopted to control the


Figure 2. Structural Model

rapid spread of the COVID-19 epidemic. Such general population control measures could significantly influence perception, knowledge, attitudes, and practices (KAP). The findings support the proposed hypothesis, as presented in Table 2, and align with recent studies. Existing literature on business communication strategies similarly indicates that when individuals face social isolation and lack personal interaction, they tend to turn to social media as an alternative platform for sharing ideas.

The findings align with those of earlier research (Alqahtani et al., 2021; Ferdoos et al., 2020; Rizwan et al., 2021). Over time, people have turned to social media and utilized its tools primarily for communication. As a result, hypothesis H2, which proposed a positive and significant relationship between individuals' attitudes toward social media and their practices of using it, was supported, as indicated in Table 2. This study confirms that awareness of business communication strategies and their outcomes has influenced public behavior. Consequently, individuals have become engaged in social networks, facilitating online interactions and transactions (H2). These results are consistent with prior research, which shows that business communication strategies drive individuals to use social media for various purposes (Blackwell et al., 2017; Chaturvedi et al., 2021; Dutta, 2020; Jogezai et al., 2021; Rizwan et al., 2021; Zhao & Zhou, 2021).

This paper investigates Hypothesis 3, which proposes a link between attitudes towards social media usage and the actual practices of social media use. The study's findings, as shown in Table 2, support this assertion. Social media platforms and technological advancements have significantly aided both public and business organizations in fulfilling their needs. The outcomes of this research align with previous studies that have examined the impact of business communication strategies

(Ambrogio et al., 2022; Brem et al., 2021; Dahlke et al., 2021; Li et al., 2021; Mejía-Trejo, 2021). The H4 hypothesis, which posits that individuals' attitudes toward using social media apps mediate the connection between knowledge of business communication strategies and actual practices with social media tools, is confirmed by the results, as seen in Table 2. This study demonstrates that when individuals are aware of containment, their attitude toward using social media in business communication strategies influences their engagement with social media apps for various purposes. These purposes include business activities, marketing, entertainment, or expanding their understanding of current issues. The research findings align with the hypothesis and are consistent with previous literature from various regions around the globe (Jogezai et al., 2021; Rizwan et al., 2021; Zhao & Zhou, 2021).

When individuals are knowledgeable and socially engaged, they often utilize social media platforms to connect with others. These platforms gradually become integrated into their daily activities, making them reliant on them for various purposes such as entertainment, education, and even online shopping (Al-Rahmi et al., 2015; Blackwell et al., 2017; Dutta, 2020; Jogezai et al., 2021; Karahanna et al., 2015; Wilczewski et al., 2021; Zhao & Zhou, 2021). However, other studies suggest that social media usage can also become a source of stress (Rizwan et al., 2021; Ye et al., 2020). As people adopt social media, they build networks of acquaintances and friends online, eventually becoming adept at using these platforms. This can result in an over-reliance on social media, with users spending extensive hours online (Ul Ain Baig & Waheed, 2016; Zhao & Zhou, 2021). Increased use of social media often leads to the formation of more connections and relation-

ships between users (Abbas et al., 2019). The study shows that individuals aware of business communication strategies often turn to social media during times of isolation, such as quarantine, as a means of avoiding exposure to dangerous illnesses. Social media becomes a refuge for them, offering convenience in various aspects of life such as education, informal and formal interactions, remote work, entertainment, and shopping.

This study reveals that understanding business communication strategies has a positive and significant impact on social media interactions among individuals. The survey results align with prior research (Besser, Flett, Nepon, & Zeigler-Hill, 2022; Das & Bhattacharyya, 2021; Jomezai et al., 2021; Kniffin et al., 2021). Similarly, recent research indicates that individuals familiar with these strategies are aware of the outcomes of incidental exposure to such communication. They tend to follow and engage in online interactions while avoiding in-person gatherings and transactions. These conclusions are consistent with earlier studies conducted in similar contexts, which also found that business communication strategies promoted social media engagement and increased reliance on these platforms (Blackwell et al., 2017; Chaturvedi et al., 2021; Dutta, 2020; Jomezai et al., 2021; Rizwan et al., 2021; Zhao & Zhou, 2021).

CONCLUSION AND RECOMMENDATION

Behind every well-crafted message lies an invisible architecture—strategies steeped in communication principles. But do these strategies truly matter in the bustling corridors of social media? That was the seed of curiosity that birthed this study. In a world where digital noise often drowns clarity, knowing how to communicate effectively is no longer just desirable—it's essential. Businesses and

individuals alike find themselves navigating the delicate art of audience engagement. Possessing knowledge of business communication strategies that translate to meaningful social media practices is just another piece of the puzzle. At its core, this study sought to untangle a complex web: the relationship between what people know (knowledge), how they feel (attitudes), and what they do (practices) when it comes to using social media for business communication. We weren't just looking for surface-level connections. We were on the hunt for the invisible forces shaping behavior, particularly the mediating role of attitudes. Indeed, there is. Our findings revealed that individuals equipped with knowledge of business communication strategies are more likely to engage in social media meaningfully. But here's where it gets interesting: it's not a straight path. Attitudes act like a bridge—subtle yet powerful—linking what people know to what they do.

With the precision of Smart PLS structural equation modeling and the conceptual backbone of the KAP (Knowledge, Attitudes, Practices) framework, the study mapped the terrain of digital behavior. Four central variables were interlaced to construct and test the proposed model. Hypotheses were not merely posited—they were interrogated, scrutinized, and ultimately supported by robust statistical results. The whispers turned into a resounding confirmation: knowledge of communication strategies significantly shapes attitudes toward social media, which in turn predict actual social media use. Attitudes, once formed, become the compass guiding online behaviors. They don't just mediate—they mobilize. In the grand theater of digital interaction, strategy isn't just a backstage player—it's center stage. As this study illustrates, understanding business communication strategies doesn't just stay in the mind; it trickles down into

behaviors, transformed by evolving attitudes. In essence, the study not only answers a pressing question but also reaffirms the age-old truth: knowledge may be power, but attitude drives action.

ACKNOWLEDGEMENT

The researchers would like to thank the translators and proofreaders for their insightful comments on earlier versions of this work.

REFERENCES

- Ab Hamid, M., Sami, W., & Mohmad Sidek, M. (2017). Discriminant Validity Assessment: Use of Fornell & Larcker criterion versus HTMT Criterion. *Journal of Physics: Conference Series*, 890(1), 012163. <https://doi.org/10.1088/1742-6596/890/1/012163>
- Abbas, J. (2020). The Role of Interventions to Manage and Reduce Covid-19 Mortality Rate of the COVID-19 Patients worldwide. *Foundation University Journal of Psychology*, 4(2), 33–36. <https://doi.org/10.33897/fujp.v4i2.158>
- Abbas, J., Aman, J., Nurunnabi, M., & Bano, S. (2019). The impact of social media on learning behavior for sustainable education: Evidence of students from selected universities in Pakistan. *Sustainability (Switzerland)*, 11(6). <https://doi.org/10.3390/su11061683>
- Abbas, J., Mahmood, S., Ali, H., Raza, M. A., Ali, G., Aman, J., ... Nurunnabi, M. (2019). The effects of corporate social responsibility practices and environmental factors through a moderating role of social media marketing on sustainable performance of business firms. *Sustainability (Switzerland)*, 11(12). <https://doi.org/10.3390/SU11123434>
- Abbas, J., Wang, D., Su, Z., & Ziapour, A. (2021). The role of social media in the advent of covid-19 pandemic: Crisis management, mental health challenges and implications. *Risk Management and Healthcare Policy*, 14, 1917–1932. <https://doi.org/10.2147/RMHP.S284313>
- Aditya, D. S. (2021). Embarking Digital Learning Due to COVID-19: are Teachers Ready? *Journal of Technology and Science Education*, 11(1), 104–116. <https://doi.org/10.3926/jotse.1109>
- Al-Hanawi, M. K., Angawi, K., Alshareef, N., Qattan, A. M. N., Helmy, H. Z., Abudawood, Y., ... Alsharqi, O. (2020). Knowledge, Attitude and Practice Toward COVID-19 Among the Public in the Kingdom of Saudi Arabia: A Cross-Sectional Study. *Frontiers in Public Health*, 8, 217. <https://doi.org/10.3389/fpubh.2020.00217>
- Al-Rahmi, W. M., Othman, M. S., Yusof, L. M., & Musa, M. A. (2015). Using social media as a tool for improving academic performance through collaborative learning in Malaysian higher education. *Review of European Studies*, 7(3), 265–275. <https://doi.org/10.5539/res.v7n3p265>
- Ali, M., Gasca, V., Schrier, R., Pensa, M., Brockman, A., Olson, D. P., & Oldfield, B. J. (2022). Social Determinants and COVID-19 in a Community Health Center Cohort. *Journal of Immigrant and Minority Health*, 24(1), 10–17. <https://doi.org/10.1007/s10903-021-01320-6>
- Alqahtani, A. H., Alqahtani, S. A., Alhodaib, A. S., Al-Wathinani, A. M., Daoulah, A., Alhamid, S., ... Mobrad, A. M. (2021). Knowledge, attitude, and practice (Kap) toward the novel coronavirus (covid-19) pandemic in a saudi population-based survey. *International Journal of Environmental Research and Public Health*, 18(10), 5286. <https://doi.org/10.3390/ijerph18105286>
- Aman, J., Abbas, J., Shi, G., Ain, N. U., & Gu, L. (2022). Community Wellbeing Under China-Pakistan Economic Corridor: Role of Social, Economic, Cultural, and Educational Factors in Improving Residents' Quality of Life. *Frontiers in Psychology*, 12, 816592. <https://doi.org/10.3389/fpsyg.2021.816592>
- Ambrogio, G., Filice, L., Longo, F., & Pado-

- vano, A. (2022). Workforce and supply chain disruption as a digital and technological innovation opportunity for resilient manufacturing systems in the COVID-19 pandemic. *Computers and Industrial Engineering*, 169(108158). <https://doi.org/10.1016/j.cie.2022.108158>
- Andrade, C., Menon, V., Ameen, S., & Kumar Praharaj, S. (2020). Designing and Conducting Knowledge, Attitude, and Practice Surveys in Psychiatry: Practical Guidance. *Indian Journal of Psychological Medicine*, 42(5), 478–481. <https://doi.org/10.1177/0253717620946111>
- Anser, M. K., Zaigham, G. H. K., Imran Rasheed, M., Pitaifi, A. H., Iqbal, J., & Luqman, A. (2020). Social media usage and individuals' intentions toward adopting Bitcoin: The role of the theory of planned behavior and perceived risk. *International Journal of Communication Systems*, 33(17), 4590. <https://doi.org/10.1002/dac.4590>
- Aqeel, M., Abbas, J., Shuja, K. H., Rehna, T., Ziapour, A., Yousaf, I., & Karamat, T. (2021). The influence of illness perception, anxiety and depression disorders on students mental health during COVID-19 outbreak in Pakistan: a Web-based cross-sectional survey. *International Journal of Human Rights in Healthcare*, 15(1), 17–30. <https://doi.org/10.1108/IJHRH-10-2020-0095>
- Aqeel, M., Rehna, T., Shuja, K. H., & Abbas, J. (2022). Comparison of Students' Mental Wellbeing, Anxiety, Depression, and Quality of Life During COVID-19's Full and Partial (Smart) Lockdowns: A Follow-Up Study at a 5-Month Interval. *Frontiers in Psychiatry*, 13(835585). <https://doi.org/10.3389/fpsy.2022.835585>
- Avotra, A. A. R. N., Chengang, Y., Sandra Marcelline, T. R., Asad, A., & Yingfei, Y. (2021). Examining the Impact of E-Government on Corporate Social Responsibility Performance: The Mediating Effect of Mandatory Corporate Social Responsibility Policy, Corruption, and Information and Communication Technologies Development During the COVID era. *Frontiers in Psychology*, 12, 4221. <https://doi.org/10.3389/fpsyg.2021.737100>
- Avotra, A. A. R. N., Chenyun, Y., Yongmin, W., Lijuan, Z., & Nawaz, A. (2021). Conceptualizing the State of the Art of Corporate Social Responsibility (CSR) in Green Construction and Its Nexus to Sustainable Development. *Frontiers in Environmental Science*, 9, 541. <https://doi.org/10.3389/fenvs.2021.774822>
- Azadi, N. A., Ziapour, A., Lebni, J. Y., Irandoost, S. F., Abbas, J., & Chaboksavar, F. (2021). The effect of education based on health belief model on promoting preventive behaviors of hypertensive disease in staff of the Iran University of Medical Sciences. *Archives of Public Health*, 79(1), 69. <https://doi.org/10.1186/s13690-021-00594-4>
- Besser, A., Flett, G. L., Nepon, T., & Zeigler-Hill, V. (2022). Personality, Cognition, and Adaptability to the COVID-19 Pandemic: Associations with Loneliness, Distress, and Positive and Negative Mood States. *International Journal of Mental Health and Addiction*, 20(2), 971–995. <https://doi.org/10.1007/s11469-020-00421-x>
- Bhattacharya, M., & Banerjee, P. (2021). COVID-19: Indices of economic and health vulnerability for the Indian states. *Social Sciences and Humanities Open*, 4(1), 100157. <https://doi.org/10.1016/j.ssha.2021.100157>
- Bjekić, R., Strugar Jelača, M., Berber, N., & Aleksić, M. (2021). Factors Affecting Entrepreneurial Intentions of Faculty Students. *Management: Journal of Sustainable Business and Management Solutions in Emerging Economies*, 26(2), 1–13. <https://doi.org/10.7595/management.fon.2020.0024>
- Blackwell, D., Leaman, C., Tramposch, R., Osborne, C., & Liss, M. (2017). Extraversion, neuroticism, attachment style and fear of missing out as predictors of social media use and addiction. *Personality and Individual Differences*, 116, 69–72. <https://doi.org/10.1016/j.paid.2017.04.039>

- Brem, A., Viardot, E., & Nylund, P. A. (2021). Implications of the coronavirus (COVID-19) outbreak for innovation: Which technologies will improve our lives? *Technological Forecasting and Social Change*, 163(120451). <https://doi.org/10.1016/j.techfore.2020.120451>
- Carvalho Alves, M. de F., Lima Mendonça, M. da L., Xavier Soares, J. de J., Leal, S. D. V., dos Santos, M., Rodrigues, J. M., & Duarte Lopes, E. (2021). Knowledge, attitudes and practices towards COVID-19: A cross-sectional study in the resident cape-verdean population. *Social Sciences and Humanities Open*, 4(1), 100184. <https://doi.org/10.1016/j.ssa-ho.2021.100184>
- Chaturvedi, K., Vishwakarma, D. K., & Singh, N. (2021). COVID-19 and its impact on education, social life and mental health of students: A survey. *Children and Youth Services Review*, 121, 105866. <https://doi.org/10.1016/j.childyouth.2020.105866>
- Cuschieri, S., & Grech, V. (2021). Protecting our vulnerable in the midst of the COVID-19 pandemic: lessons learnt from Malta. *Public Health*, 198, 270–272. <https://doi.org/10.1016/j.puhe.2021.07.043>
- Dahlke, J., Bogner, K., Becker, M., Schlaile, M. P., Pyka, A., & Ebersberger, B. (2021). Crisis-driven innovation and fundamental human needs: A typological framework of rapid-response COVID-19 innovations. *Technological Forecasting and Social Change*, 169(120799). <https://doi.org/10.1016/j.techfore.2021.120799>
- Das, M., & Bhattacharyya, A. (2021). Social distancing through COVID-19: A narrative analysis of Indian Peri-Urban Elderly. *Social Sciences & Humanities Open*, 4(1), 100139.
- Delbiso, T. D., Kotecho, M. G., & Asfaw, F. M. (2021). Effects of COVID-19 imposed school closure on school feeding program in Addis Ababa, Ethiopia. *Social Sciences and Humanities Open*, 4(1), 100185. <https://doi.org/10.1016/j.ssa-ho.2021.100185>
- Deshpande, D. D., & Mhatre, C. K. (2021). A Study of Impact of Online Education on Mental Health and Academic Performance of Children of Project Affected People Studying at Undergraduate Level in Navi Mumbai. *Revista Gestão Inovação e Tecnologias*, 11(4), 3866–3875. <https://doi.org/10.47059/revistageintec.v11i4.2412>
- Donnarumma, F., & Pezzulo, G. (2021). Moral decisions in the age of COVID-19: Your choices really matter. *Social Sciences and Humanities Open*, 4(1), 100149. <https://doi.org/10.1016/j.ssa-ho.2021.100149>
- Dutta, A. (2020). Impact of Digital Social Media on Indian Higher Education: Alternative Approaches of Online Learning during COVID-19 Pandemic Crisis. *International Journal of Scientific and Research Publications (IJSRP)*, 10(05), 604–611. <https://doi.org/10.29322/ijsrp.10.05.2020.p10169>
- Farashah, A. D., & Blomquist, T. (2020). Exploring employer attitude towards migrant workers: Evidence from managers across Europe. *Evidence-Based HRM*, 8(1), 18–37. <https://doi.org/10.1108/EBHRM-04-2019-0040>
- Farzadfar, F., Naghavi, M., Sepanlou, S. G., Saeedi Moghaddam, S., Dangel, W. J., Davis Weaver, N., ... Larijani, B. (2022). Health system performance in Iran: a systematic analysis for the Global Burden of Disease Study 2019. *The Lancet*, 399(10335), 1625–1645. [https://doi.org/10.1016/S0140-6736\(21\)02751-3](https://doi.org/10.1016/S0140-6736(21)02751-3)
- Ferdous, M. Z., Islam, M. S., Sikder, M. T., Mosaddek, A. S. M., Zegarra-Valdivia, J. A., & Gozal, D. (2020). Knowledge, attitude, and practice regarding COVID-19 outbreak in Bangladesh: An onlinebased cross-sectional study. *PLoS ONE*, 15(10 October), 239254. <https://doi.org/10.1371/journal.pone.0239254>
- Fu, Q., & Abbas, J. (2022). Reset the industry redux through corporate social responsibility: the COVID-19 tourism impact on hospitality firms through business model innovation. *Frontiers in Psychology*, 12(2022), 795345. <https://doi.org/10.3389/fpsyg.2021.795345>
- Haman, M. (2020). The use of Twitter by state leaders and its impact on the public dur-

- ing the COVID-19 pandemic. *Heliyon*, 6(11), 5540. <https://doi.org/10.1016/j.heliyon.2020.e05540>
- Hasan, N., & Bao, Y. (2020). Impact of “e-Learning crack-up” perception on psychological distress among college students during COVID-19 pandemic: A mediating role of “fear of academic year loss.” *Children and Youth Services Review*, 118, 105355. <https://doi.org/10.1016/j.childyouth.2020.105355>
- Hsu, Chia-lin, & Chen, M. (2018). How does gamification improve user experience? An empirical investigation on the antecedences and consequences of user experience and its mediating role. *Technological Forecasting & Social Change*, 132(2018), 118–129. <https://doi.org/10.1016/j.techfore.2018.01.023>
- Islam, T., Islam, R., Pitafi, A. H., Xiaobei, L., Rehmani, M., Irfan, M., & Mubarak, M. S. (2021). The impact of corporate social responsibility on customer loyalty: The mediating role of corporate reputation, customer satisfaction, and trust. *Sustainable Production and Consumption*, 25, 123–135. <https://doi.org/10.1016/j.spc.2020.07.019>
- Islam, T., Pitafi, A. H., Akhtar, N., & Xiaobei, L. (2021). Determinants of purchase luxury counterfeit products in social commerce: The mediating role of compulsive internet use. *Journal of Retailing and Consumer Services*, 62, 102596. <https://doi.org/10.1016/j.jretconser.2021.102596>
- Islam, T., Pitafi, A. H., Arya, V., Wang, Y., Akhtar, N., Mubarik, S., & Xiaobei, L. (2021). Panic buying in the COVID-19 pandemic: A multi-country examination. *Journal of Retailing and Consumer Services*, 59, 102357. <https://doi.org/10.1016/j.jretconser.2020.102357>
- Islam, T., Meng, H., Pitafi, A. H., Ullah Zafar, A., Sheikh, Z., Shujaat Mubarik, M., & Liang, X. (2021). Why DO citizens engage in government social media accounts during COVID-19 pandemic? A comparative study. *Telematics and Informatics*, 62, 101619. <https://doi.org/10.1016/j.tele.2021.101619>
- Jogezai, N. A., Baloch, F. A., Jaffar, M., Shah, T., Khilji, G. K., & Bashir, S. (2021). Teachers’ attitudes towards social media (SM) use in online learning amid the COVID-19 pandemic: the effects of SM use by teachers and religious scholars during physical distancing. *Heliyon*, 7(4), 6781. <https://doi.org/10.1016/j.heliyon.2021.e06781>
- Kanwal, S., Pitafi, A. H., Pitafi, A., Nadeem, M. A., Younis, A., & Chong, R. (2019). China–Pakistan Economic Corridor (CPEC) development projects and entrepreneurial potential of locals. *Journal of Public Affairs*, 19(4), 1954. <https://doi.org/10.1002/pa.1954>
- Karahanna, E., Xu, S. X., & Zhang, N. (2015). Psychological Ownership Motivation and Use of Social Media. *Journal of Marketing Theory and Practice*, 23(2), 185–207. <https://doi.org/10.1080/10696679.2015.1002336>
- Kaur, H., & Anand, S. (2018). Segmenting Generation Y using the Big Five personality traits: understanding differences in fashion consciousness, status consumption and materialism. *Young Consumers*, 19(4), 382–401. <https://doi.org/10.1108/YC-03-2018-00788>
- Khan, N. A., Khan, A. N., Moin, M. F., & Pitafi, A. H. (2020). A trail of chaos: How psychopathic leadership influence employee satisfaction and turnover intention via self-efficacy in tourism enterprises. *Journal of Leisure Research*, 52, 1–23. <https://doi.org/10.1080/00222216.2020.1785359>
- Khazaie, H., Lebni, J. Y., Abbas, J., Mahaki, B., Chaboksavar, F., Kianipour, N., ... Ziapour, A. (2023). Internet Addiction Status and Related Factors among Medical Students: A Cross-Sectional Study in Western Iran. *Community Health Equity Research and Policy*, 43(4), 347–356. <https://doi.org/10.1177/0272684X211025438>
- Klasche, B. (2021). After COVID-19: What can we learn about wicked problem governance? *Social Sciences and Humanities Open*, 4(1), 100173. <https://doi.org/10.1016/j.ssaho.2021.100173>

- Kniffin, K. M., Narayanan, J., Anseel, F., Antonakis, J., Ashford, S. P., Bakker, A. B., ... Vugt, M. van. (2021). COVID-19 and the workplace: Implications, issues, and insights for future research and action. *American Psychologist*, 76(1), 63–77. <https://doi.org/10.1037/amp0000716>
- Kumar, B., Pinky, S. D., & Nurudden, A. M. (2021). Knowledge, attitudes and practices towards COVID-19 guidelines among students in Bangladesh. *Social Sciences and Humanities Open*, 4(1), 100194. <https://doi.org/10.1016/j.ssa-ho.2021.100194>
- Lai, H., Pitafi, A. H., Hasany, N., & Islam, T. (2021). Enhancing Employee Agility Through Information Technology Competency: An Empirical Study of China. *SAGE Open*, 11(2), 21582440211006690. <https://doi.org/10.1177/21582440211006687>
- Latif, K. F., Nazeer, A., Shahzad, F., Ullah, M., Imranullah, M., & Sahibzada, U. F. (2020). Impact of entrepreneurial leadership on project success: mediating role of knowledge management processes. *Leadership and Organization Development Journal*, 41(2), 237–256. <https://doi.org/10.1108/LODJ-07-2019-0323>
- Latif, K., Malik, M. Y., Pitafi, A. H., Kanwal, S., & Latif, Z. (2020). If You Travel, I Travel: Testing a Model of When and How Travel-Related Content Exposure on Facebook Triggers the Intention to Visit a Tourist Destination. *SAGE Open*, 10(2), 2158244020925511. <https://doi.org/10.1177/2158244020925511>
- Latif, K., Weng, Q., Pitafi, A. H., Ali, A., Siddiqui, A. W., Malik, M. Y., & Latif, Z. (2021). Social comparison as a double-edged sword on social media: The role of envy type and online social identity. *Telematics and Informatics*, 56, 101470. <https://doi.org/10.1016/j.tele.2020.101470>
- Lee, M., Kang, B. A., & You, M. (2021). Knowledge, attitudes, and practices (KAP) toward COVID-19: a cross-sectional study in South Korea. *BMC Public Health*, 21(1), 1–10. <https://doi.org/10.1186/s12889-021-10285-y>
- Li, B., Zhong, Y. Y., Zhang, T., & Hua, N. (2021). Transcending the COVID-19 crisis: Business resilience and innovation of the restaurant industry in China. *Journal of Hospitality and Tourism Management*, 49, 44–53. <https://doi.org/10.1016/j.jhtm.2021.08.024>
- Li, Y., & Wang, F. (2022). Challenge stressors from using social media for work and change-oriented organizational citizenship behavior: Effects of public service motivation and job involvement. *Government Information Quarterly*, 39(4), 101741. <https://doi.org/10.1016/j.giq.2022.101741>
- Mahi, M., Mobin, M. A., Habib, M., & Akter, S. (2021). A bibliometric analysis of pandemic and epidemic studies in economics: future agenda for COVID-19 research. *Social Sciences and Humanities Open*, 4(1), 100165. <https://doi.org/10.1016/j.ssa-ho.2021.100165>
- Mamirkulova, G., Abbas, J., & Salem, S. (2022). Economic Corridor and Tourism Sustainability Amid Unpredictable COVID-19 Challenges: Assessing Community Well-Being in the World Heritage Sites. *Frontiers in Psychology*, 13, 797568. <https://doi.org/10.3389/fpsyg.2022.797568>
- Marchena-Giráldez, C., Acebes-Sánchez, J., Román, F. J., & Granado-Peinado, M. (2021). Validation of the spanish version of the work group emotional intelligence profile short version (WEIP-S) in the sports context. *International Journal of Environmental Research and Public Health*, 18(2), 1–13. <https://doi.org/10.3390/ijerph18020715>
- Mason, A. N., Brown, M., Mason, K., & Narcum, J. (2021). Pandemic effects on social media marketing behaviors in India. *Cogent Business and Management*, 8(1), 1943243. <https://doi.org/10.1080/23311975.2021.1943243>
- Mason, A. N., Narcum, J., & Mason, K. (2021). Social media marketing gains importance after Covid-19. *Cogent Business and Management*, 8(1), 1870797. <https://doi.org/10.1080/23311975.2020.1870797>

- Mejía-Trejo, J. (2021). COVID-19 ads on purchase intention of online consumer behavior as business innovation activity: A contribution to the uses and gratification theory. *Electronic Commerce Research and Applications*, 49(101086). <https://doi.org/10.1016/j.elerap.2021.101086>
- Partala, T., & Saari, T. (2015). Understanding the most influential user experiences in successful and unsuccessful technology adoptions. *Computers in Human Behavior*, 53(2015), 381–395.
- Paulson, K. R., Kamath, A. M., Alam, T., Bienhoff, K., Abady, G. G., Abbas, J., ... Kassebaum, N. J. (2021). Global, regional, and national progress towards Sustainable Development Goal 3.2 for neonatal and child health: all-cause and cause-specific mortality findings from the Global Burden of Disease Study 2019. *The Lancet*, 398(10303), 870–905. [https://doi.org/10.1016/S0140-6736\(21\)01207-1](https://doi.org/10.1016/S0140-6736(21)01207-1)
- Peterson, R. A., & Kim, Y. (2013). On the relationship between coefficient alpha and composite reliability. *Journal of Applied Psychology*, 98(1), 194–198. <https://doi.org/10.1037/a0030767>
- Pitafi, A. H., Kanwal, S., Akhtar, S., & Irfan, M. (2018). Investigating the employee work performance in task interdependence and ESM environment. *International Journal of Information Systems and Change Management*, 10(3), 266–292. <https://doi.org/10.1504/IJIS-CM.2018.096787>
- Pitafi, A. H., Kanwal, S., Ali, A., Khan, A. N., & Waqas Ameen, M. (2018). Moderating roles of IT competency and work cooperation on employee work performance in an ESM environment. *Technology in Society*, 55, 199–208. <https://doi.org/10.1016/j.techsoc.2018.08.002>
- Pitafi, A. H., Kanwal, S., & Khan, A. N. (2020). Effects of perceived ease of use on SNSs-addiction through psychological dependence, habit: The moderating role of perceived usefulness. *International Journal of Business Information Systems*, 33(3), 383–407. <https://doi.org/10.1504/IJBIS.2020.105831>
- Pitafi, A. H., Kanwal, S., & Pitafi, A. (2019). Effect of enterprise social media and psychological safety on employee's agility: Mediating role of communication quality. *International Journal of Agile Systems and Management*, 12(1), 1–26. <https://doi.org/10.1504/IJASM.2019.098708>
- Pitafi, A. H., Rasheed, M. I., Kanwal, S., & Ren, M. (2020). Employee agility and enterprise social media: The Role of IT proficiency and work expertise. *Technology in Society*, 63, 101333. <https://doi.org/10.1016/j.techsoc.2020.101333>
- Pitafi, A. H., & Ren, M. (2021). Predicting the factors of employee agility using enterprise social media: moderating effects of enterprise social media-related strain. *Internet Research*, 31(5), 1963–1990. <https://doi.org/10.1108/INTR-11-2019-0469>
- Prempeh, C. (2021). Religion and the state in an episodic moment of COVID-19 in Ghana. *Social Sciences and Humanities Open*, 4(1), 100141. <https://doi.org/10.1016/j.ssaho.2021.100141>
- Purnama, S. G., & Susanna, D. (2020). Attitude to COVID-19 Prevention With Large-Scale Social Restrictions (PSBB) in Indonesia: Partial Least Squares Structural Equation Modeling. *Frontiers in Public Health*, 8, 570394. <https://doi.org/10.3389/fpubh.2020.570394>
- Rahmat, T., Raza, S., Zahid, H., Abbas, J., Mohd Sobri, F., & Sidiki, S. (2022). Nexus between integrating technology readiness 2.0 index and students' e-library services adoption amid the COVID-19 challenges: Implications based on the theory of planned behavior. *Journal of Education and Health Promotion*, 11(1). https://doi.org/10.4103/jehp.jehp_508_21
- Rasheed, M. I., Malik, J., Pitafi, A. H., Iqbal, J., Anser, M. K., & Abbas, M. (2020). Usage of social media, student engagement, and creativity: The role of knowledge sharing behavior and cyberbullying. *Computers and Education*, 159, 104002. <https://doi.org/10.1016/j.compedu.2020.104002>
- Rashid, R. M., Rashid, Q. ul A., & Pitafi,

- A. H. (2020). Examining the Role of Social Factors and Mooring Effects as Moderators on Consumers' Shopping Intentions in Social Commerce Environments. *SAGE Open*, 10(3), 2158244020952073. <https://doi.org/10.1177/2158244020952073>
- Rizwan, M., Ahmad, T., Qi, X., Murad, M. A., Baig, M., Sagga, A. K., ... Hui, J. (2021). Social Media Use, Psychological Distress and Knowledge, Attitude, and Practices Regarding the COVID-19 Among a Sample of the Population of Pakistan. *Frontiers in Medicine*, 8, 1803. <https://doi.org/10.3389/fmed.2021.754121>
- Rosenberg, H., Ophir, Y., & Asterhan, C. S. C. (2018). A virtual safe zone: Teachers supporting teenage student resilience through social media in times of war. *Teaching and Teacher Education*, 73, 35–42. <https://doi.org/10.1016/j.tate.2018.03.011>
- Rouf, M. A., & Akhtaruddin, M. (2018). Factors affecting the voluntary disclosure: a study by using smart PLS-SEM approach. *International Journal of Law and Management*, 60(6), 1498–1508. <https://doi.org/10.1108/IJLMA-01-2018-0011>
- Roy, S., Dutta, R., & Ghosh, P. (2021). Identifying key indicators of job loss trends during COVID-19 and beyond. *Social Sciences and Humanities Open*, 4(1), 100163. <https://doi.org/10.1016/j.ssho.2021.100163>
- Shafi, M., Liu, J., & Ren, W. (2020). Impact of COVID-19 pandemic on micro, small, and medium-sized Enterprises operating in Pakistan. *Research in Globalization*, 2, 100018. <https://doi.org/10.1016/j.resglo.2020.100018>
- Shoib, S., Gaitán Buitrago, J. E. T., Shuja, K. H., Aqeel, M., de Filippis, R., Abbas, J., ... Arafat, S. M. Y. (2022). Suicidal behavior sociocultural factors in developing countries during COVID-19. *Encephale*, 48(1), 78–82. <https://doi.org/10.1016/j.encep.2021.06.011>
- Smith, J., Guimond, F. A., Bergeron, J., St-Amand, J., Fitzpatrick, C., & Gagnon, M. (2021). Changes in students' achievement motivation in the context of the COVID-19 pandemic: A function of extraversion/introversion? *Education Sciences*, 11(1), 1–8. <https://doi.org/10.3390/educsci11010030>
- Su, Z., McDonnell, D., Wen, J., Kozak, M., Abbas, J., Šegalo, S., ... Xiang, Y. T. (2021). Mental health consequences of COVID-19 media coverage: the need for effective crisis communication practices. *Globalization and Health*, 17(1). <https://doi.org/10.1186/s12992-020-00654-4>
- Sun, X., Liu, H., & Liang, P. (2023). A Design of Automatic Magnetic Properties Measurement System for Under/Postgraduate Open Experimental Project: Effective, Low Cost, and Scalable. *IEEE Transactions on Education*, 66(2), 104–112. <https://doi.org/10.1109/TE.2022.3194356>
- Taber, K. S. (2018). The Use of Cronbach's Alpha When Developing and Reporting Research Instruments in Science Education. *Research in Science Education*, 48(6), 1273–1296. <https://doi.org/10.1007/s11165-016-9602-2>
- Ul Ain Baig, N., & Waheed, A. (2016). Significance of factors influencing online knowledge sharing: a study of higher education in Pakistan. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 10(1), 1–26.
- Wei, C., Pitafi, A. H., Kanwal, S., Ali, A., & Ren, M. (2020). Improving Employee Agility Using Enterprise Social Media and Digital Fluency: Moderated Mediation Model. *IEEE Access*, 8, 68799–68810. <https://doi.org/10.1109/ACCESS.2020.2983480>
- Wilczewski, M., Gorbaniuk, O., & Giuri, P. (2021). The Psychological and Academic Effects of Studying From the Home and Host Country During the COVID-19 Pandemic. *Frontiers in Psychology*, 12, 644096. <https://doi.org/10.3389/fpsyg.2021.644096>
- Wu, C. M., Chen, T. J., & Wang, Y. C. (2023). Formation of hotel employees' service innovation performance: Mechanism of thriving at work and change-oriented organizational citizenship behavior. *Journal of Hospitality and Tourism Management*

- ment, 54(2023), 178–187. <https://doi.org/10.1016/j.jhtm.2022.12.015>
- Ye, Z., Yang, X., Zeng, C., Wang, Y., Shen, Z., Li, X., & Lin, D. (2020). Resilience, Social Support, and Coping as Mediators between COVID-19-related Stressful Experiences and Acute Stress Disorder among College Students in China. *Applied Psychology: Health and Well-Being*, 12(4), 1074–1094. <https://doi.org/10.1111/aphw.12211>
- Yoosefi Lebni, J., Abbas, J., Moradi, F., Salahshoor, M. R., Chaboksavar, F., Irandoost, S. F., ... Ziapour, A. (2021). How the COVID-19 pandemic effected economic, social, political, and cultural factors: A lesson from Iran. *International Journal of Social Psychiatry*, 67(3), 298–300. <https://doi.org/10.1177/0020764020939984>
- Younis, A., Xiaobao, P., Nadeem, M. A., Kanwal, S., Pitafi, A. H., Qiong, G., & Yuzhen, D. (2021). Impact of positivity and empathy on social entrepreneurial intention: The moderating role of perceived social support. *Journal of Public Affairs*, 21(1), 2124. <https://doi.org/10.1002/pa.2124>
- Yu, S., Abbas, J., Draghici, A., Negulescu, O. H., & Ain, N. U. (2022). Social Media Application as a New Paradigm for Business Communication: The Role of COVID-19 Knowledge, Social Distancing, and Preventive Attitudes. *Frontiers in Psychology*, 13(2022), 1–17. <https://doi.org/10.3389/fpsyg.2022.903082>
- Zhao, N., & Zhou, G. (2021). COVID-19 Stress and Addictive Social Media Use (SMU): Mediating Role of Active Use and Social Media Flow. *Frontiers in Psychiatry*, 12. <https://doi.org/10.3389/fpsyg.2021.635546>
- Zhong, B. L., Luo, W., Li, H. M., Zhang, Q. Q., Liu, X. G., Li, W. T., & Li, Y. (2020). Knowledge, attitudes, and practices towards COVID-19 among chinese residents during the rapid rise period of the COVID-19 outbreak: A quick online cross-sectional survey. *International Journal of Biological Sciences*, 16(10), 1745–1752. <https://doi.org/10.7150/ijbs.45221>