

Outcomes of Personal Social Media Usage in the Workplace

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Abstract

This study intends to investigate the association between intensive personal social media use, techno stress and employee's job performance in the context of telecom sector in Pakistan. Data were collected with a convenient sampling technique, whereby 320 questionnaires were distributed, and usable questionnaires were 217. Results of this research indicate a negative relationship between 1) intensive social media use and job performance, and 2) techno stress and job performance. Results further revealed a positive association between intensive social media use and techno stress. Results also revealed that techno stress mediates the relationship between intensive social media use and job performance. Lastly, limitations and suggestions for future research are provided.

Keywords: Social Media Use; Techno stress; Job Performance; Pakistan

Introduction

With the growing use of social media which certainly has its value, individuals should be aware of its negative aspects as well. These concerns may not only be confined to the individual level but also to the organizational level. Therefore, organizational decision makers need to be aware regarding excessive personal social media usage during working hours and its implications. Kaplan and Haenlein (2010) defined social media as “a group of internet-based applications that build on the ideological and technological foundations of Web 2.0, and allow the creation and exchange of user generated content” (p. 61). Social media enables users to access entertainment, make friends, share information and receive news through Information and Communications Technology's (ICTs) even at workplaces (Yasir *et al.*, 2016). However, with the misuse of social media and ICT, individuals may instigate behaviors like general internet abuse (Churchman, 2003), interpersonal

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aggression (Weatherbee, 2007), sexual harassment (Townes & Johnson, 2003), fraud (Tremblay, 2004) or identity theft (Fertell, 2003).

Moreover, the compulsive and intensive use of technology may cause several health problems for instance sleep disturbance (Thomée *et al.*, 2011) and heightened psychological distress (Chesley, 2005). This stress related to ICTs through social media is widely described as techno stress (Bucher *et al.*, 2013). Prior literature shows a significant and negative effect of techno stress on employees' productivity (Tarafdar *et al.*, 2007) and sales performance (Tarafdar *et al.*, 2015). Previous literature further shows that intensive social media use has the ability to affect employees' job performance (Ali-Hassan *et al.*, 2015; Moqbel *et al.*, 2013).

Current research is motivated by the future call of North (2010) to examine whether the usage of Social Networking Site (SNS) by the employees affects their performance at workplace. As Bennett *et al.* (2010) identified several benefits of SNS usage in the workplace that includes improved knowledge, enhanced collective knowledge, and improved morale of the employees leading towards benefiting both the organization and employees. However, previous literature also suggests that social media usage during working hours may cause decline in organizational members productivity (O'Murchu *et al.*, 2004; Shepherd, 2011; Wavecrest, 2006). Therefore, it can be argued that social media usage can lead towards a decline in employees' job performance. As, the previous literature shows that students using SNS during study are reported to have a lower performance level than their other class fellows (Kirschner & Karpinski, 2010). Moreover, Tarafdar *et al.* (2015) identified that the association between techno stress and specific performance outcomes is limited. Recently, Brooks and Califf (2017) highlighted that the effect of techno stress caused by social media use on job performance needs to be investigated.

Hence, objectives of this study are 1) to examine the link between intensive social media use and job performance; 2) to investigate the association between intensive social media use and techno stress; 3) to examine the association between techno stress and job performance; and 4) to investigate techno stress as a mediator in the relationship between intensive social media usage and job performance in the context of telecom sector in Pakistan.

Literature Review

Social Media

The advent of social media has tremendously changed individual lives and business operations as well. Social media enable individuals to receive news, make friends, share information and take advantage of various business opportunities worldwide (Ngai *et al.*, 2015). While social media assists in shaping individual's links with others through several social media platforms (Colliander & Dahmén, 2011). However, these networking platforms may also be doing harm than good. Therefore, research on the adoption of social media has increased dramatically (Brooks & Califf, 2017; Garcia-Morales *et al.*, 2018; Kietzmann *et al.*, 2011; Maier *et al.*, 2015; Ngai *et al.*, 2015). Specifically, this study focuses on social media usage during working hours for personal reasons. The understudied area is still in its infancy but has gained much attention recently in the literature regarding the effect of stress caused by social media usage during working hours (Brooks & Califf, 2017; Bucher *et al.*, 2013).

Techno stress

Many research studies exist on the notion of stress (Qureshi *et al.*, 2015). However, the term techno stress was initially coined by Craig Brod in the 1980s (Brod, 1984), afterwards it was further defined by Weil and Rosen (1997) as “any negative impact on attitudes, thoughts, behaviors, or body physiology that is caused either directly or indirectly by technology” (p. 5). Previous literature shows several aspects of techno stress, including the high complexity of technology, work overload and individual life invasion (Brod, 1984; Nimrod, 2017; Weil & Rosen, 1997). Furthermore, Tarafdar *et al.* (2007) identified five components of techno stress which describe the situation in which the use of ICTs can potentially create techno stress, namely, 1) techno-uncertainty; 2) techno-complexity; 3) techno-insecurity; 4) techno-overload; and 5) techno-invasion. And these components can negatively influence performance.

Job Performance

Katz (1964) defined individual job performance based on two components: one is identified as routine job performance which represents the performance of mandatory job-related responsibilities and duties, that are coordinated and rewarded by the organization (Janssen & Van Yperen, 2004). The other component of employees job performance is based on discretionary behavior that goes beyond the formal job description (Sparrowe *et al.*, 2001) and has also been identified in the previous literature as innovative job performance (Ali-Hassan *et al.*, 2015; Janssen & Van Yperen, 2004; Scott & Bruce, 1994) or organizational citizenship behavior (Khan *et al.*, 2017). The previous literature also categorized the two types of employees job performance as

task and contextual performance (Borman & Motowidlo, 1993; Borman & Motowidlo, 1997).

Hypotheses Development

Previous literature shows a negative association between intensive social media usage and job performance (Brooks, 2015; Brooks & Califf, 2017). Prior literature also shows that intensive social media use leads to techno stress (Brooks, 2015; Bucher *et al.*, 2013; Yasir *et al.*, 2016). The previous literature further shows that techno stress is negatively related to job performance (Brooks & Califf, 2017; Tarafdar *et al.*, 2015). Past literature indicates that techno stress is one of the underlying mechanism through which intensive social media use is related to workplace deviance (Yasir *et al.*, 2016). In addition, Brooks (2015) investigated techno stress as a mediator in the relationship between social media usage and happiness. Thus, techno stress plays a key mediating role in the relationship between social media use and work outcomes. Hence, following hypotheses were proposed for this research:

Hypothesis 1: Intensive personal social media usage has a negative relationship with job performance.

Hypothesis 2: Intensive personal social media usage has a positive relationship with techno stress.

Hypothesis 3: Techno stress has a negative relationship with job performance.

Hypothesis 4: Techno stress mediates the relationship between intensive personal social media usage and job performance.

Framework

Based on the previous literature following Figure 1 shows the framework of this research.

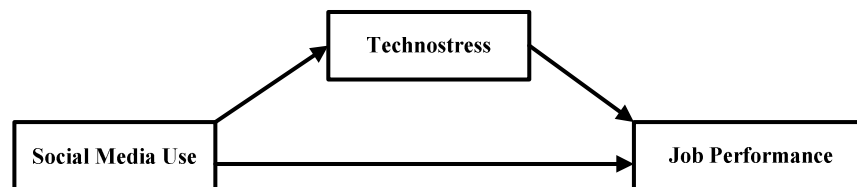


Figure 1: Framework of the study

Methodology

Sampling and Instruments

This study was based on the survey of telecom sector in Pakistan. Data were collected with a convenient sampling technique from the employees. 400 questionnaires were distributed, out of which usable questionnaires were 217. The sample consists of 11% female and 89% male. Moreover, social media use was measured by a scale adapted from Moqbel *et al.* (2013), items for techno stress creators were adapted from Ragu-Nathan *et al.* (2008), and items for job performance were adapted from Williams and Anderson (1991). Items for the understudy constructs were measured on a five-point Likert scale anchored at 1= “strongly disagree” to 5= “strongly agree”.

Analysis

This research used Statistical Package for Social Sciences (SPSS) version 19 to analyze preliminary data, and Structural Equation Modeling (SEM) using Analysis of Moment Structures (AMOS) version 18 to test the hypothesized model of this study. In measurement model values for CMIN/df was 3.102, GFI was .927, AGFI was .909, CFI was .934, TLI was .938 and RMSEA was .073, therefore indicating good model fit. Furthermore, validity was assessed using discriminant validity and convergent validity. Reliability was assessed using Average Variance Extracted and Composite Reliability. Results (see Table 1) indicate that current research does not violate convergent validity of the constructs.

Table 1: Convergent validity of the constructs

Construct	Standardized Loading	Composite Reliability (CR)	Average Variance Extracted (AVE)
Social media use	0.614 to 0.774	0.753	0.531
Techno stress	0.590 to 0.762	0.705	0.517
Job performance	0.630 to 0.781	0.780	0.522

Furthermore, Table 2 indicates the discriminant validity of the constructs. Correlations among the understudy constructs are all less than 0.85 and the square root of AVE (shown in parenthesis in Table 2) is greater than the inter-construct correlation thereby demonstrating adequate discriminant validity (Kline, 2015).

Table 2: Discriminant validity of the constructs

Sr.	Constructs	1	2	3
1	Social media use	(0.728)		
2	Techno stress	0.601	(0.719)	
3	Job performance	-0.503	-0.542	(0.722)

Results of the direct effect show that social media usage has a negative relationship with job performance (path coefficient -0.541 and p-value 0.002), thereby supporting H-1. Furthermore, the values for CMIN/df was 3.043, GFI was .936, AGFI was .925, CFI was .938, TLI was .940 and RMSEA was .067, thus values of the goodness-of-fit indicate that the model fits the data adequately. Results further indicate that social media usage has a positive relationship with techno stress (path coefficient 0.616 and p-value 0.000, thereby supporting H-2 as well. Values for CMIN/df was 2.738, GFI was .921, AGFI was .917, CFI was .910, TLI was .923 and RMSEA was .062, thus indicating a good model fit.

Results further show that techno stress has a negative relationship with job performance (path coefficient -0.570 and p-value 0.000, thus H-3 is also supported. Values for CMIN/df was 3.120, GFI was .940, AGFI was .935, CFI was .931, TLI was .941 and RMSEA was .069. Afterward, indirect effect and their significance through bootstrapping were observed.

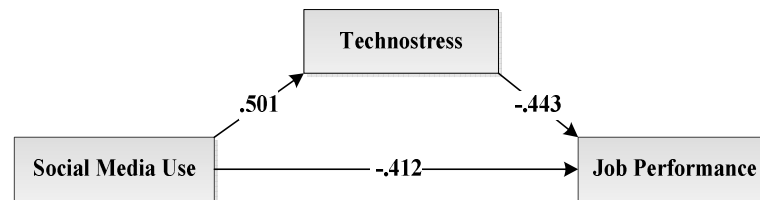


Figure 1: Indirect Effect

The indirect effect of social media usage on job performance was -0.221. Values for CMIN/df was 2.241, GFI was .941, AGFI was .932, TLI was .944, CFI was .929 and RMSEA was .071, thus indicating good model fit. Results of this study also show that the bootstrap p-value for the indirect effect of social media use on job performance is less than 0.05. And, the lower confidence level is -0.163 and upper confidence level is 0.057, thus the mediation effect is significant (MacKinnon *et al.*, 2012). In addition, both the indirect and direct effect was significant, thus indicating partial mediation (Mathieu & Taylor, 2006). Hence, as shown in Table 3, techno stress partially mediates between social media usage and job performance, consequently, H-4 is also supported.

Table 3: Indirect effect

Path	Direct effect	Indirect effect	Bootstrap p-value	Total effect	Bias-corrected confidence interval		Mediation
					Lower confidence level	Upper confidence level	
SMU→TS→JP	- 0.412**	- 0.221**	0.011	- 0.633**	-0.163	-0.057	Partial

Note: SMU = social media use, TS = techno stress, JP = job performance.

Discussion and Conclusion

Much of the research is evolving on the association between organizations and technology (Brooks & Califf, 2017; Bucher *et al.*, 2013). From this exploratory study, support was found that intensive personal social media usage can be harmful to individual's both professional and the personal life. This study investigated that how intensive personal social media usage at workplace is associated with techno stress and job performance. Furthermore, results of this study show that intensive personal social media use is negatively related to job performance, which is also in line with the previous literature (Brooks, 2015; Brooks & Califf, 2017). Moreover, results also show that intensive personal social media use is positively related to techno stress, this is also in line with the previous literature which highlights that intensive social media use can lead towards techno stress (Brooks, 2015; Yasir *et al.*, 2016). Results of this study also confirm that techno stress has a negative relationship with job performance (Brooks & Califf, 2017; Tarafdar *et al.*, 2015). Lastly, techno stress was found to play a mediating role between social media usage and job performance. Thus, techno stress is one of the underlying mechanism through which intensive personal social media usage during working hours is related to job performance.

This study extends previous research by highlighting the effect of personal social media use on techno stress and job performance in the telecom sector of Pakistan. As social media has become a powerful tool that can change the way individual works on a daily basis (Brooks, 2015). Organizational decision makers should be aware of the implications of personal social media usage during working hours that may lead towards lowering employee's job performance, thus they need to develop strategies in order to curb personal social media usage at the workplace.

Moreover, this study has some limitations. For instance, techno stress was treated as a uni-dimensional construct, thus it is recommended to examine its dimensions with job performance in a future study. This research was based on the telecom sector; however, future studies should investigate the understudy model in other sectors. This study examined

the mediating effect of techno stress between social media use and job performance, nevertheless, future research should investigate other variables that mediate between them.

In conclusion, social media will continue to grow in numerous ways and its usage by people is increasing day by day. Thus, top-management of the organizations needs to recognize that employee's personal social media usage during working hours can negatively affect job performance, with a key role of techno stress associated with it.

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