

## The use of social media and its influence on employee performance

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### Abstract

Previous studies showed equivocal results of the influence of social media on employee performance. This study investigates the influence of social media factors on various performance measures within the telecommunication company ZONG grounded in the Territory of Pakistan. The study's main objectives are to distribute structured questionnaires to Senior, Middle and Lower Management staff of ZONG. It also aims to evaluate the effect of social media factors on various performance measures as perceived by the targeted population through analyzing the questionnaire's results. The sample was selected from the members employed by ZONG Telecommunication who approved to do this research subject on their floor. This Study decided on Trust, Shared Vision and Network Ties as the factors of Social Media based on the literature review and its influence on employee's performance. This study has shown that different Social Media factors influence employee's performance outcomes. It is recommended that ZONG should keep implementing Social Media practices with all variables taking into account the Social Media factors that influenced the overall employees' performance.

**Keywords:** Social Media, Network Ties, Employee Performance, Social Capital, Shared Vision

### 1. Introduction

#### a. Research Background

The way people communicate with each other has nowadays changed. Social media has become one of the most important tools in society and in the whole world, not just to communicate with friends and family; it is a new way to get in touch with people even at work and it has a positive use on the workplace among employees. In fact, social media has become the most powerful and the most significant business tool in the twenty first century. So, it can be said it is the modern way to communicate, share information and enhance the productivity in the workplace. Surprisingly, it is evident that the use of social media enhances the employee productivity in different dimensions. Moreover, such employees tend to perform better than the non-social media users and retention level is comparatively high. Specially, employees with higher social media use generate better performance and are better at handling responsibilities; a notion stems from the fact that inherently they are more social people. Indeed, employees who are using social media tools seem to be more creative and collaborative within the white-collar workplace.

Social Media has become a means that people widely use in their daily life. Now, most of them extend the usage of such means to their professional life as well. This might lead to different consequences. Benefits like streamlining intra-office communication and collaboration by avoiding unwanted email communication with an instant messaging systems. Besides, the study debunks the myth that using social media while working will make employees distracted. Furthermore, it signifies the increasing ability of multi-tasking of the employee which is a good indication of a dynamic performance that drives employees within an organization. As a result, an organization can maximize the

value of its operations.

Based on (Mohamed *et al.*, 2017) <sup>[21]</sup> Social media has become a necessity in an organization in order to enhance the productivity or job performance among employees. It has been claimed as the effective communication channel among employees to corporate toward collaboration, knowledge sharing, etc. Nevertheless, as the social media became the most priority among individuals and organizations, it has also become one of the factors contributing to the disruption of work productivity. Organizational success largely depends on employees who are considered as the most important assets of any organization because they are capable of creating value and enabling organizations to have a sustainable competitive advantage. Success of any organization depends on the productivity of employees. Social media, which has become very popular, has infiltrated the workplace and most employees are utilizing social media in the workplace. (Munene *et al.*, 2013).

Social media can be defined as a significant medium in fostering social connections that maintain or expand existing social networks. Organizations have encouraged the usage of social media among their employees to create universal levels of connections within their organization and with others. (Mohamed *et al.*, 2017) <sup>[21]</sup>. Proper usage of Social Media channels has diversified benefits for the small/medium organization and its employees. In that context, even though social media is mostly used as a marketing tool, applicability can be extended to the organization itself. Hence, for such organizations, social media can be a tool of communication and collaboration among the employees which will allow for a better employee engagement. Implementation of internal social media channel is a comparatively better option.

Nonetheless, it is important to establish usage guidelines, privacy and non-disclosures of using social media at an organization to prevent any kind of harm, especially for its performance via employee productivity.

ZONG is a leading telecommunications operator which has re-shaped Pakistan’s telecommunications experience with a bold and innovative technological and marketing approach. As an effective telecommunications provider, ZONG continues to evolve and encompass new areas of growth with a promise of positioning the Kingdom at the forefront of the global telecoms industry. Human Resource & Empowerment at ZONG is committed to nurturing the finest Pakistan talent and has an energetic and inspired majority-Pakistan workforce by providing a strong HR and training program that develops and nurtures leaders in the workplace. This Research will be focused on exploring the influence of social media use on employee’s performance.

**b. Statement of the Problem**

Studies on the influence of social media and the use of it in the Pakistan, with a special focus on the Telecommunication sector, are not that many. Employees are applying the social media platforms in the workplace as a daily routine and it becomes very important to identify the influence and effect of these tools on employees’ performance. For this end, a set of research questions are defined as:

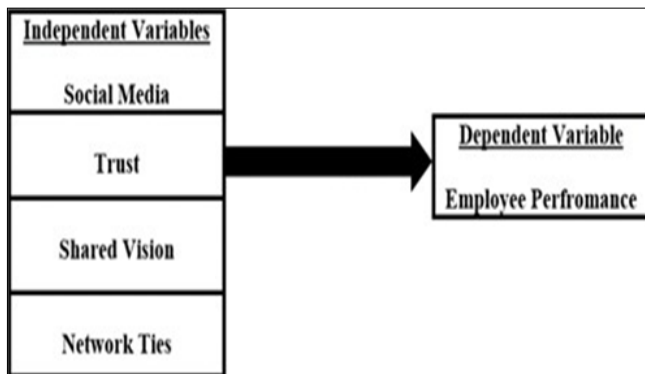
- What is the status of social media usage at work perceived by management in terms of Trust, Shared Vision and Network Ties?
- Does social media usage significantly influence employee’s performance?

**c. Research Hypothesis**

According to the questions of this research, the following null hypotheses have been suggested:

- H01: **Social Media Usage** has no significant influence on employee’s performance.
- H02: **Trust** has no significant influence on employee’s performance.
- H03: **Shared Vision** has no significant influence on employee’s performance.
- H04: **Network Ties** has no significant influence on employee’s performance.

**d. Social Media Use Conceptual Model**



**Fig 1**

**e. Scope & Limitation**

The scope of this study is to investigate and evaluate the effect of the use of social media in ZONG and to know the

influence of it with a highlight on the employee’s performance, the main purpose for this study was just to explore how social media works in our country and especially in telecommunication sector. The study does not intend to pinpoint the shortcomings of the performance of any employee but rather explores the level of the effect of social media factors on the employees’ performance.

The main point is to know the influence between the dependent and independent variables, namely the social media usage at work among the employees’ performance with the focus of trust, shared vision and network ties that would be measured by work performance, knowledge transfer and the experience with social media.

The main target populations of the study are senior, middle and lower management of ZONG and this is the reason behind having a relatively small sample (46 Respondents) focusing on the fact that the targeted population of the research is Directors, Managers, and Team Leaders.

The intended population of the study will be for all telecommunication sector in Pakistan. The study started in September and the survey was distributed in December with data being collected in February.

**2. Research Methodology**

The study used quantitative research design method, which is designed to get some information on ZONG senior management, middle management, and lower management on their preference and perspective on the social media usage and its influence in the workplace.

This study uses cross-sectional structured survey methodology. The sample selected from the members employed by ZONG located in the Pakistan. The population of the study included senior management, middle management, and lower management. Convenience sampling used to select the target population, which the questionnaire distributed to an Email (Link) to ZONG, decided to have 10 as Senior Management (Directors), 19 as Middle Management (Managers), and 36 as Lower management (Team Leaders) with a total number of 65 respondents. This research decided on Shared vision, Network Ties and Trust among employees as the variables of social media usage and its influence on employee’s performance at the workplace.

The questionnaire adopted the items of Xiongfei Cao, Xitong Guo, Douglas Vogel, Xi Zhang of their research on (2016). With the title “Exploring the influence of social media on employee work performance”. The research identifies the influence of social media on employees work performance as well the underlying mechanism for how they create value at work. Data was also collected from Chinese working professionals through questionnaires. Their research with the current study had the same objectives and the items of their study suitable to be used for this research with limited changes to be more effective.

The questionnaire included 3 social media usages as indicators with 5 items as sub-indicators under each factor. The questionnaire was divided into two parts; one was based on demographic information about the respondents and the other was on items included a five-point Likert-type scale anchored from (1= Strongly Disagree; 2= Disagree; 3= Neutral; 4= Agree; 5= Strongly Agree) indicating respondents’ opinions about the importance of the influence of social media usage on employee performance.

The reliability and validity were tested for the reason of

adapting a pre-existing instrument that used to measure a key variable in this study. Cronbach’s alpha was employed for checking the reliability of the component variables of all dimensions for social media usage at the workplace in this research.

From the Reliability Analysis statistics that have been made through the SPSS, the Cronbach's Alpha Test” measured the degree of consistency of the survey result; it was applied for quantitative data on the pilot test sample 30 responses.

**Table 1:** Summary of Reliability Statistics for Social Media Factors on Employee Performance

Reliability Statistics		
Measured Variables	Cronbach’s Alpha	N of Items
Social Media Factors	0.977	15
Overall Reliability Statistics	0.977	15

Weighted Mean and standard deviation were used to define the status of social media usage factors on employee’s performance as perceived by senior management, middle management, and lower management. Weighted mean was used to describe the Five-Point Likert-Type Scale for the factors and performances measurement. This study performed linear regression analysis to identify the influence of social media usage factors with measures of the employee’s performance. The linear regression of social media usage factors with measures of the employee’s performance will be interpreted by understanding the influence of social media on employee performance.

**3. Summary Findings**

This section presents the weighted mean scores measured between social media factors (Trust, Shared Vision and Network Ties) with employee’s performance.

**a. Weighted Mean**

The result shows that the weighted mean scores of the social media factors (Trust, Shared Vision and Network Ties) all between (3.64-3.85) and standard deviation between (0.85-1.05) which means all these factors are High level of usage, such scores resulted from senior, middle and lower management of ZONG.

**b. Multiple Linear Regression Analysis**

This section presents SPSS measurement of Multiple Linear Regression Analysis used to measure the influence between social media factors (Trust, Shared Vision and Network Ties) with employees performance (The result found the overall social media factors are positively influenced to all employees performance measures with differences in the level of the influence between the factors and the performances.

**c. Hypotheses Testing**

Testing the study hypotheses, done through all the three social media factors, it showed there was no significant influence on employee’s performance in ZONG in the Pakistan. The result shows that the hypothesis testing of social media factors (Shared Vision and Network Ties) with employee’s performance rejected the null hypothesis; as there was a positive statistical significant influence between each factor with employee performance respectively. Only the social media factor (Trust) accepted the null hypothesis; as there was a negative statistical significant influence

between these factors with each employee’s performance, respectively.

**4. Conclusion**

Social media is an approach that aims to enhance employee’s performance which will exceed or meet employer’s expectations. This can be accomplished by incorporating all employee’s performance functions, procedures and all through the organization in order to improve the employee’s performance and sustainability.

The findings give an output that overall social media factors influence employee’s performance measures. Where (Trust, Shared Vision and Network Ties) are enhanced and influenced by the employee performance. It has been found that trust has no direct influence on the employee’s performance but on the other hand the shred vision and network ties do influence the social media. Moreover, trust is the weakest on impacting the social media but over-all Social Media Usage significantly affects Over-all Performance (*p value*< 0.05) with the model explaining almost 39% of the changes in the dependent variable.

It can be concluded that social media factors influence different performance measures in ZONG. All aspects of social media factors should be effectively managed in the organization because each factor in social media enhances various aspects of employee’s performance. The synergy among the social media factors comes out about crucial improvements in the employee’s performances. The organization should enhance employee involvement, organization structure and effective innovation to implement social media successfully.

**5. Recommendations**

This section proposed some recommendations about how Social Media can be implemented in the kingdom of Pakistan under the light of the analysis of the gathered data, it is recommended stated to:

- **Zong**
- Provide suitable facilities for interactions and exchange ideas in social pages and groups in order to increase trust to the organization, provide private conversations of employees and meet their interactive needs.
- Improve informal communications promoting friendship, support, collaboration and citizenship behavior by using intra-organizational social networks and create pages and channels for exchange of thoughts and ideas, conversations and dialogue.
- Consider proper interactive facilities (such as dialog this study, social media can promote the formation of social pages and communication symbols) in social networks to increase employee trust to the organization, allow free expression of ideas on the organization, missions and visions as well as procedures.
- **Telecom Companies**, who are willing to implement their own social media workflow and they are aware from it. The findings will be helpful to those who’s interested in keeping the workplace are all connected in one point. Will provide a valuable information’s to the organizations who use social media in trying to understand the best way to enhance employee performance.
- **The Senior, Middle and Lower Management in**



**Zong**, the findings of the study can help the employees to stay productive and to stay away from bad habits via social media and it's enhancing them to be more in the team work and to get in touch.

▪ **The future Researchers**

- It is recommended to evaluate the effect of other variables such as organizational communications, leadership study and organizational learning on work performance of employees using social networks and compare the results with current findings.
- It is recommended to examine the effect of other variables as mediating variables in the relationship between dimensions of social capital and work performance of employees using social networks and compare the results with current findings.
- It is recommended to conduct this study in other organizations and compare the results in order to find the effect of different organizational characteristics (organizational structure and culture).

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