

IMPACT OF SOCIAL MEDIA ADDICTION ON WORK ENGAGEMENT AND JOB PERFORMANCE

Ibrahim M., Yusra Y., Shah N.U. *

Abstract: The present study aims to examine the impact of addictive use of social media on work engagement and job performance, the mediation effect of work engagement between social media addiction and job performance, and the moderation effect of self-efficacy on the relationship between work engagement and job performance. The study will give new insight into the knowledge industry domain, especially on these relevant constructs. To achieve this purpose, an online survey questionnaire was distributed. The data was collected from 200 white-collar employees at mid-level positions in the Klang Valley, Malaysia. The data collected were analyzed using Pearson correlations between the variables and partial least square structural equation modeling (PLS-SEM). The findings revealed a negative relationship between social media addiction and work engagement and job performance. Moreover, work engagement tends to mediate the relationship between social media addiction and job performance. Finally, it was found that self-efficacy would positively moderate the relationship between work engagement and job performance.

Keywords: Social Media addiction, work engagement, job performance, self-efficacy

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Introduction

Social media is conceptualized as “a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0 and that allow the creation and exchange of user-generated content” (Kaplan & Haenlein 2010: p. 61). Social networking sites are mainly divided into two main types: private networking sites and public networking sites. The private networking sites are developed and owned by organizations for their internal use by employees (e.g., Town Square at Microsoft). Public networking sites are developed and run by commercial organizations, and any individual can make their public or semi-public profile pages and are free for use by the general public (e.g., Facebook, Snapchat, Pinterest, WhatsApp) (Tripopsakul, 2018; Obar et al., 2012; Robertson & Kee, 2017; Reicher, 2018). This study considers the public social networking sites’ addiction and its impact on employees’ engagement and job performance.

So far, extant research related to social addiction and its impact on employee productivity is scant (Zubielqui et al., 2019; Voorveld, 2019). Research in this

* **Mahdani Ibrahim** Dr. Universitas Syiah Kuala, Banda Aceh, **Yusra Yusra** Sekolah Tinggi Ilmu Ekonomi Sabang, Banda Aceh, **Najeib Ullah** Shah Dr. Business and Enterprise Development Specialist; Balochistan Livelihood and Entrepreneurship Project (World Bank Funded)

✉corresponding author: mahdani.ibrahim.usk@gmail.com

context is imperative as some organizations have shown concern about employees' access to public social networking sites during office hours, on the pretext that social media use for hedonic purposes can interrupt work and affect employee productivity due to distraction from work and waste of working hours (Carlson et al., 2016; Shepherd, 2011; Rooksby et al., 2009; Nucleus, 2009). On the contrary, other research studies have highlighted that social media usage at work improves overall job satisfaction and positively affects the employees' job performance (Moqbel et al., 2013; Patel & Jasani, 2010). At present, a lack of empirical evidence exists concerning this impact to guide organizational policies regarding the access to social networking sites from within organization. Moreover, most of the research in the social media addiction context has been conducted based on student data (Pa et al., 2021; Bhandarkar et al., 2021; Shohrowardhy & Hassan, 2014), which limits its applicability in organizations. In this study, the authors collect data from working professionals to test the proposed hypotheses about whether the use of social networking sites affects employee engagement and, ultimately, job performance. Furthermore, the researchers test whether an individuals' self-efficacy tends to mitigate the negative effect of social media addiction on individual performance in organizations. Moreover, in the current situation of COVID-19, when most of the employees are working from home, the supervision of employees is a challenge (Prasalska-Nikoniuk et al., 2021). Employees are more likely to be distracted by social media use and lose focus and productivity at work because of it.

The current research study will make contributions to the literature in two ways. The first contribution is that the authors focus on deleterious outcomes that have been overlooked in social media addiction research. In particular, work engagement is selected as the key outcome variable because it is certain that using social networking sites causes distraction. This research aims to investigate whether social media usage during working hours will affect employee engagement levels. Moreover, this study further explores whether social media addiction affects job performance. Because many organizations nowadays are more concerned about using social media during work, the results from this study can serve as a guideline for these organizations to plan their policies accordingly. Moreover, the moderating effect of self-efficacy is also studied to see how individual self-efficacy may moderate individual work engagement and job performance. Furthermore, the current study was conducted using samples from Malaysia, contrary to earlier studies on social media addiction primarily conducted in developed western countries. In Malaysia, the number of social media users was equivalent to 86 percent of the total population in 2021, whereas 53 percent of social media users use social media for work purposes (Statista, 2021). Especially in Southeast Asia, where the social network penetration rate is much higher than the global rate of 54 percent, close to the American region's rate of 71 percent (Statista, 2021). The significant increase in social media users in Southeast Asia, especially Malaysia, makes it imperative to study its impact on the local workforce.

Literature Review

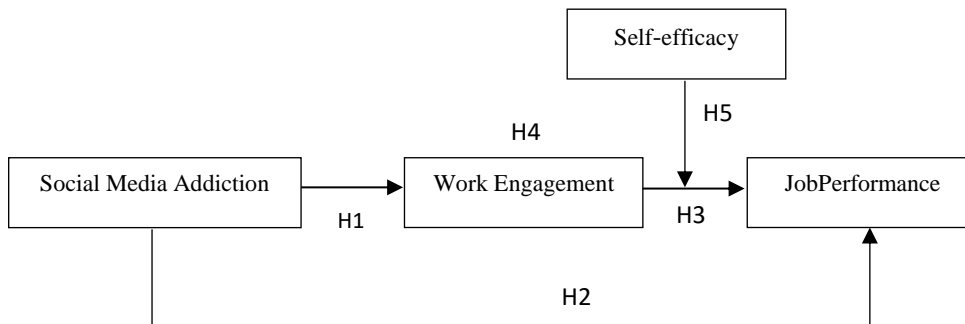


Figure 1: Conceptual Framework

Social Media Addition and Work Engagement

Work engagement is most often defined as a positive, fulfilling, work-related state of mind that is based on dedication, vigor and absorption (Sonnetag et al., 2021; Schaufeli & Bakker, 2004; Hussain et al., 2018). An engaged employee tends to be physically involved in tasks, cognitively vigilant, and emotionally connected with their job (Djoemadi et al., 2019; Truss et al., 2013; Kahn, 1990). However, with social media addiction, an increased level of preoccupation develops, and the users feel a strong desire to use it even when they are performing important tasks or even when it is banned, such as in some organizations (Arikan et al., 2022; Watson et al., 2020; Baskaran et al., 2016). Furthermore, social media's indulging features and social comparison raise users' cognitive demand to use them and process the information available on social media. Such cognitive demand causes cognitive distraction. Consequently, although employees are present at work, they might not perform to their best due to a lack of concentration or absentmindedness. Thus, cognitive distraction makes it difficult to process two or more types of information simultaneously, which affects employee engagement (Roberts & David, 2020). Thus, the following hypothesis has been framed.

Hypothesis 1: Social media addiction is negatively associated with work engagement.

Social Media Addiction and Job Performance

Job performance explains the excellence of work carried out by an employee (Caillier, 2010). Job performance is the aggregated value and set of behaviors that an employee contributes both directly and indirectly to organizational goals (Rich et al., 2010; Luo et al., 2021; Gavrea et al., 2011). Some studies suggest that using social networking sites in the workplace for personal communication or leisure purposes tends to have a deleterious impact on job performance (Shepherd, 2011; Nucleus, 2009; Rooksby et al., 2009). For this reason, some organizations have restricted the use of social media applications like YouTube and Facebook. Another

potential downside of hedonic social media use is the likelihood of employee distraction, which ultimately leads to poor performance (Nicholson et al., 2005). According to a Nucleus Research study, an organization with open Facebook access has a 1.5 percent drop in overall productivity (Nucleus Research, 2009). In addition, social networking site use in the organization may cause leisure issues to interfere with job responsibilities, thus resulting in poor job performance (Syed et al., 2020). Especially in an environment with complex tasks, such as knowledge work, even a low level of distraction can lead to a reduction in job performance (Nicholson et al., 2005). Thus, the authors hypothesize the following:

Hypothesis 2: Social media addiction is negatively associated with job performance.

Work Engagement and Job Performance

At a general level, employees who are proactively engaged in their respective jobs not only focus physically but are also cognitively vigilant to accomplish the assigned task (Azis et al., 2019; Rich et al., 2010; Ariani, 2013). Employees who are highly disengaged in their work roles, on the other hand, are unable to use their cognitive and physical energies, which ultimately affects their job performance (Saks and Gruman, 2014; Kahn, 1990). Work engagement denotes focused energy that is directed toward organizational goals (Bakker, 2008; Schneider, 2009; Tamasevicius et al., 2020). Employees who are proactively engaged in their work take a personal interest in accomplishing the job and are happily immersed in work, such that time passes quickly and they are not diverted toward other activities during their working hours, resulting in better job performance. In a study by Sonnentag (2003), it was found that employee engagement influences in-role behavior, proactive behavior, and also organizational citizenship behaviors that ultimately impact their job performance. Thus, it leads to the following hypothesis.

Hypothesis 3: Work engagement is positively associated with job performance.

Mediating Role of Work Engagement

Work engagement denotes focused energy that is directed toward organizational targets and objectives (Ram & Prabhakar, 2011; Markos & Sridevi, 2010). An engaged employee tends to be physically involved in tasks, focused, attentive, cognitively vigilant, and emotionally connected to their work (Djoemadi et al., 2019; Truss et al., 2013; Kahn, 1990). However, with social media addiction, employees tend to lose their engagement in their primary tasks. Consequently, although the employee is physically available at work, they are distracted and might not perform to their best ability. Thus, the Cognitive distraction makes it difficult to process two or more types of information simultaneously, which affects employee engagement (Ophir et al., 2009) and ultimately impacts their job performance. Thus, the researchers have constructed Hypothesis 4.

Hypothesis 4: Work engagement will mediate the relationship between social media addiction and job performance.

Moderating Role of Self-Efficacy

Individual self-efficacy is the perceived ability to perform or behave in a particular manner (Ghani et al., 2019). According to Bandura (2002), self-efficacy is defined

as an individual's belief that he/she possesses the skills necessary to perform a task or attain an objective (Bandura 1997; 2002). An individual working in the knowledge industry tends to work on a computer most of the time and hence is more prone to divert towards using social media. Turner and Reinsch (2007) accentuated that the information technology-infused workplace has become synonymous with multitasking. The multitasking and extensive use of social media while working tend to deviate individuals from the specific task assigned, which has an adverse effect on productivity, as frequent multitaskers are more inclined to irrelevant distractions (David et al., 2015; Ophir et al., 2009). It is argued that the higher the rate of multitasking, the higher the cognitive switching costs between tasks since high multitaskers are more susceptible to irrelevant distractions (David et al., 2015). Due to the frequent multitasking during the performance of primary tasks, cognitive load increases, employee engagement with the primary task drops, ultimately, the tasks pile up, and little productive work takes place (Bannister & Remenyi, 2009). In accordance with previous research on the benefits of self-efficacy, higher levels of self-efficacy have been found to help reduce cognitive load in an environment with distractions, thus serving as a buffer (Basoglu et al., 2009). Based on these arguments, the following hypothesis has been framed.

Hypothesis 5: Employee Self-efficacy will positively moderate the relationship between social media addiction and Work engagement.

Research Methodology

A self-administered questionnaire was used to collect data from respondents for this research. To obtain a diverse set of samples, the data was collected from white-collar employees working at the midcareer level with a minimum experience of two years from various organizations in Klang Valley in Malaysia. This study used a cross-sectional survey method, where the data is collected at a single point in time. The data collection period was four weeks. To collect the data, a snowball sampling technique was adopted (Sharma, 2017). This research study follows the 5:1 rule of thumb to ascertain the number of respondents required to conduct this study (Hair et al., 2014; Schreiber et al., 2006). This means that 5 participants per item are estimated. Since the model of this study consists of 31 estimated items, the present study considered a sample size ranging from 150 to 200 to be also consistent with past research study context, scholarly suggestions, and to run the necessary statistical analysis. A number of 442 questionnaires were disseminated. A number of 239 were received back. The data were filtered for missing data. A number of 200 Questionnaires were identified as properly filled that were used for final analysis.

A structured survey questionnaire was developed following previous studies. A 5 point Likert scale was used for all of the items, and they were rated on a 1 ("strongly disagree") to ("strongly agree") scale. A number of 31 questions were asked. The 6 items for Social Media Addiction were adapted from Bergen Social Networking Addiction Scale (Andreassen et al. (2012). A sample item is —This brand (brand x) reminds me of someone who is competent and knows what he/she is doing.

Similarly, the 9 items for Work-Engagement were adapted from Utrecht Work Engagement Scale (Schaufeli et al., 2006). Moreover, the 6 items for Job Performance were adapted from (Rodwell et al. 1998). A sample item is I am currently working at my best performance level. Finally, the items 10 items for Self-Efficacy were adopted from Schwarzer & Jerusalem (1995). A sample item is It is easy for me to stick to my aims and accomplish my goals.

Research Analysis and Results

Sample Demographics

The data used in this study shows that among a total of 200 respondents, 78 (39%) were male, and 122 (61%) were female. Among the respondents, 102 (51%) were single, and 98 (49%) were married. Moreover, they had the significant experience to reflect on the questionnaire asked. 38 (19%) respondents had an experience of 2-3 years, and 78 (39%) respondents had working experience of 3-4 years. Moreover, 46 (23 %) respondents had an experience of 4 to 5 years and 22 (11 %) respondents had work experience of 5 to 6 years. Finally, 16 (8%) respondents had work experience of more than 6 years. Furthermore, among the respondents, 72 (36%) were at the executive level, 88 (44%) were at the managerial level, and 40 (20%) were at the senior manager level.

Measurement Model Assessment

Reflective Measurement Model Evaluation

The reflective measurement model showed that most of the indicators loading were above the threshold. This ensures the reliability among the indicators of the reflective model. Moreover, Cronbach's alpha, composite reliability and internal consistency demonstrate that all the values were above the threshold level of 0.70. This result shows the goodness of internal consistency reliability of the reflective measurement model. Based on these results, all the lower threshold indicators were kept because their elimination would not increase the composite reliability values above 0.50 (Hair et al., 2019). Valuation of AVE concludes that all latent variables have fine convergent validity surpassing 0.50.

Table 1. Discriminant Validity Using Heterotrait-Monotrait Ratio of Correlations (Htmt)

	JP	SE	SMA	WE
JP	N/A			
SE	0,706	N/A		
SMA	0,332	0,137	N/A	
WE	0,831	0,677	0,337	N/A

The discriminant validity results indicate that this validity was not compromised. As indicated in Table 1, the HTMT values were all less than 0.90, and the confidence

interval values did not contain the value one, indicating that discriminant validity existed.

Structural Model Assessment

Table 2. Coefficient of Determination, Cross-Validated Redundancy, and Effect Size of the Structured Model

		Work Engagement	Job Performance
Coefficient of determination, R2		0.100	0.639
Cross-validated redundancy, Q2		0.267	0.049
Effect size, f2	Social Media Addiction	0.112	0.036
	Work Engagement	N/A	0.398
	Self-Efficacy	N/A	0.091

This structural model was evaluated using a reliable and valid measurement model, as shown in Table 2. Hair et al. (2019) suggest four criteria for evaluating the structural performance of the model. The first is the determination coefficient, R2. The R2 values range between 0.100 (Work Engagement) and 0.639 (Job Performance). Although the model has modest explanatory power, it is still greater than 0.10, the suggested value by Falk and Miller (1992). The second is effect size, which quantifies the impact of a predictor on an endogenous latent variable (Hair et al., 2017). From table 2, the effect sizes of the predictors on the endogenous latent variables in this model are moderate to big. Thirdly, the predictive accuracy of the model was determined. The Q2 values were generated using blindfolding. As shown in Table 2, the Q2 value is greater than zero, suggesting that the predictive accuracy of the model has been established.

Table 3. Path Coefficient and significance

	(β)	STD	T Value	P Values	95.0% confidence interval	Supported
SMA->WE	-0.317	0.065	4.897	0.000	[-0.412,-0.197]	Yes
SMA-> JP	-0.122	0.048	2.555	0.005	[-0.194,-0.038]	Yes
WE -> JP	0,359	0.053	9.702	0.000	[0,302,0,423]	Yes
SMA -> WE -> JP	-0.164	0.038	4.320	0.000	[-0.237,-0.112]	Yes

Mediation and moderation analysis

To assess work engagement mediating effect, this study bootstraps the indirect effect using 5,000 resamples (Preacher & Hayes, 2008). As shown in Table 3, the indirect effect results reveal that work engagement strongly mediates the link between social media addiction and job performance with 95% confidence interval (H5: Beta = -0.164, $t = 4.320$, $P = 0.000$), hence corroborating H4.

Moderation analysis was performed to evaluate the moderating role of SE. The results revealed a significant moderating role of SE on the relationship between WE and JP ($B = -0.070$, $t = 2.363$, $p = 0.009$). It shows that SE moderates the relationship between WE and JP.

Table 4. Moderation result

	Indirect effect	STD	T value	P value	Supported
WE -> JP moderated by SE	-0.070	0.029	2.363	0.009	Yes

Discussion

There has been an extensive debate about the access to social media by employees at work and its effect on their work engagement and overall productivity, with the prefix that using social media during working hours is a waste of time and resources. This research study proposes a significant negative relationship between social media addiction and employee engagement. With social media addiction, an increased level of preoccupation develops strong thoughts, and individuals feel a compelling desire to use it even when they are performing important tasks or even when it is banned, such as in some organizations (Turel & Bechara, 2016). Moreover, the indulging feature and social comparison on social media increase the cognitive demand of users to use it and process the information available on social media. Such cognitive demand causes cognitive distraction. Consequently, although employees are physically present at work, they might not perform to the best of their ability due to low concentration. Therefore, cognitive distraction makes it hard to process two or more types of information simultaneously, which affects employee engagement (David et al., 2015). Similarly, the findings of the study also confirm that social media addiction will have an adverse effect on job performance.

Another key assumption of this research study was that a low level of work engagement tends to adversely impact employee performance and vice versa. The findings of the study corroborate the assumptions made in the study, suggesting that employee engagement levels have a significant impact on job performance. It is because engaged employees approach their work proactively. Further, work engagement was also found to play a mediating role between social media addiction and job performance. This suggests that work engagement is not only an important

predictor of job performance but it also mediates the relationship between social media addiction and job performance.

Finally, this study postulates that individuals' self-efficacy tends to moderate the relationship between work engagement and job performance. The findings of the study confirm the hypotheses suggesting that individuals with a high level of self-efficacy can still manage to achieve the required job performance, despite any disengagement caused by multitasking or indulging in the use of social media while working. It is because individuals with high self-efficacy are more likely to believe that they can maintain high levels of job performance despite the presence of challenging job-related stressors.

Implications and Future recommendation

This research study has significant theoretical and managerial implications. The findings of the study support the DCT (Baron, 1986), which elucidates how distractions and interruptions tend to affect individual engagement level and performance. Drawing from the mechanisms of DCT, it is suggested that individuals are subject to distractions that work engagement is sustained by personal resources, such as self-efficacy, suggesting that these latter exert mostly an indirect effect on organizational behavior outcomes. The findings of the study also make a noteworthy contribution to the managerial understanding of social media addiction and its use in organizations in general and in relation to work engagement and job performance. By showing the distracting nature of social media usage in the workplace, it demonstrates that social media should be controlled in organizations on the pretext of deleterious implications for employee engagement and job performance (Carbonell & Panova, 2017). There is a need for management to control the use of public networking sites in the organization (i.e., Facebook, Instagram) and should promote internal social networking platforms (e.g., Watercooler at HP) that will promote connectivity among the employees of the organization and improve work efficiency and connectivity among co-workers. This can be done, for example, by setting the alarm to alert employees when the social media apps are allowed to be accessed and letting them know when a certain amount of time has elapsed, or by designating some time, for example, somewhere at the start, middle, or end of each working day for social media. Furthermore, there is a need to promote work engagement in organizations. It significantly affects work engagement and may decrease the impact of social media use on job performance as job engagement has a mediating role between social media addiction and job performance. Finally, self-efficacy was found as a significant moderator, which may buffer the gap between employee engagement and job performance. Thus, individual self-efficacy may be improved through capacity building, effective time management, and assigning appropriate and achievable goals.

Conclusion

As with every empirical study, this study also has some limitations that future studies may consider in their research studies to improve the generalization of the findings.

Firstly, this research study has considered a cross-sectional survey to assess the relationship between the different constructs making up the conceptual model, thus making it difficult to justify the direction of causality between the constructs, as well as the accuracy with which to predict human behavior (Singleton & Straits, 2005). A follow-up longitudinal field survey or quasi-experiment could be conducted. Secondly, this research study has considered all the public social networking sites. However, it would be interesting to study different public social networking sites independently and also see the difference between organizations' internal social networking site usage versus public social networking sites.

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WPLYW UZALEŻNIENIA OD MEDIÓW SPOŁECZNOŚCIOWYCH NA ZAANGAŻOWANIE I WYDAJNOŚĆ PRACY

Streszczenie: Niniejsze badanie ma na celu zbadanie wpływu uzależniającego korzystania z mediów społecznościowych na zaangażowanie w pracę i wydajność pracy, mediacyjnego wpływu zaangażowania w pracę między uzależnieniem od mediów społecznościowych a wydajnością pracy oraz moderacyjnego wpływu poczucia własnej skuteczności na związek między pracą zaangażowanie i wydajność pracy. Badanie da nowy wgląd w dziedzinę

przemysłu opartego na wiedzy, zwłaszcza w odniesieniu do tych istotnych konstrukcji. W tym celu przeprowadzono ankietę internetową. Dane zostały zebrane od 200 pracowników umysłowych na stanowiskach średniego szczebla w Klang Valley w Malezji. Zebrane dane zostały przeanalizowane przy użyciu korelacji Pearsona między zmiennymi oraz modelowania metodą najmniejszych kwadratów cząstkowych (PLS-SEM). Wyniki ujawniły negatywny związek między uzależnieniem od mediów społecznościowych a zaangażowaniem w pracę i wydajnością pracy. Co więcej, zaangażowanie w pracę ma tendencję do pośredniczenia w związku między uzależnieniem od mediów społecznościowych a wydajnością pracy. Wreszcie stwierdzono, że poczucie własnej skuteczności pozytywnie wpływałoby na związek między zaangażowaniem w pracę a wydajnością pracy.

Słowa kluczowe: uzależnienie od mediów społecznościowych, zaangażowanie w pracę, wydajność pracy, poczucie własnej skuteczności

社交媒体成瘾对工作投入和工作绩效的影响

摘要：本研究旨在检验社交媒体上瘾对工作投入和工作绩效的影响、工作投入在社交媒体上瘾和工作绩效之间的中介作用以及自我效能感对工作之间关系的调节作用。敬业度和工作绩效。该研究将为知识产业领域提供新的见解，尤其是在这些相关结构方面。为了达到这个目的，我们分发了一份在线调查问卷。这些数据是从马来西亚巴生谷中层职位的 200 名白领员工中收集的。使用变量之间的 Pearson 相关性和偏最小二乘结构方程模型 (PLS-SEM) 分析收集的数据。研究结果揭示了社交媒体成瘾与工作投入和工作绩效之间的负相关关系。此外，工作投入往往会调节社交媒体成瘾与工作绩效之间的关系。最后，发现自我效能感正向调节工作投入和工作绩效之间的关系。

关键词：社交媒体成瘾、工作投入、工作绩效、自我效能