

The Effect of Use of Social Media on Employee Job Performance ¹

Sosyal medya kullanımının çalışanların iş performansına etkisi

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Organizations currently performing in a highly competitive environment are increasingly interested in adopting advance technologies for their business operations. One of the places where these technologies are widely used is social networking (or commonly known as social media). Social media is not only used for entertainment and socialization, but also used for business purposes in organizations. However, knowledge about the impact of use of social media on employee job performance is limited. Therefore, the purpose of his empirical research was to investigate the effect of use of social media usage on employee job performance in the service providing sectors. Survey data were collected from 205 respondents through the simple random sampling technique. A Structural Equation Modelling method was employed for data analysis. Results demonstrated a positive and significant relationship between use of social media and employee job performance. Since the use of social media is inevitable in work environments, management in organizations should find ways to get the maximum benefit of its use in business processes.

Keywords: Social media, Employee performance, Task performance, Contextual performance, Service sector

Jel Codes: M10, M15, Z13.

Günümüz yüksek rekabet ortamında faaliyet gösteren işletmeler gelişmiş teknolojilerini artan şekilde iş süreçlerine uyarlayıp kullanmaktadırlar. Gelişmiş teknolojilerin kullanım alanlarından biri de sosyal ağlardır (veya geniş kabul görmüş adıyla sosyal medyadır). Sosyal medya işletmelerde sadece eğlenme ve sosyalleşme amacıyla değil iş amaçları için de kullanılmaktadır. Fakat, sosyal medyanın personelin iş performansına etkisi hakkında yazında sınırlı bilgiye rastlanılmaktadır. Dolayısıyla, bu ampirik çalışmada sosyal medya kullanımının çalışanların iş performansına etkisinin hizmet işletmeleri kapsamında araştırılması amaçlanmıştır. Hizmet sektöründe faaliyet gösteren işletmelerinde, yüz yüze anket yoluyla rastgele seçilmiş 205 iş görenden veri elde edilmiştir. Veri analizinde yapısal eşitlik modellemesi tekniği kullanılmıştır. Araştırmada, sosyal medya kullanımı ile iş gören performansı arasında pozitif ve anlamlı ilişki olduğu belirlenmiştir. Araştırma sonucuna göre çalışanların işletmelerde sosyal medya kullanımının kaçınılmaz bir gerçek olduğu değerlendirilmiştir. Bu gerçekten hareketle yöneticilerin, çalışanların sosyal medyayı iş amaçlı kullanmalarını yönünde bilgilendirmeleri ve hatta teşvik etmelerinin gerektiği söylenebilir. Bu şekilde hareket edildiğinde işletmeler iş süreçlerinde sosyal medyadan maksimum fayda elde edebilirler.

Anahtar Kelimeler: Sosyal medya, Çalışan performansı, Görev performansı, Bağlamsal performans, Hizmet sektörü

Jel Kodları: M10, M15, Z13.

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1. INTRODUCTION

Social media is an effective social networking platform where people connect, meet friends, search and share information. Social media consist of bundles of information and communication tools, providing multiple communication channels in both social and work environments (Cao et al., 2016). Social media has become the need of every organization in competitive and rapidly changing environment. Social media enables organizations to better understand the needs and wants of their customers.

Organizations are getting more concerned about the use of social media in the workplace with a traditional view that it may interrupt work and affect employee job performance. However, less is known about the effect of social media usage in the workplace. To fill this gap this quantitative research investigated the effects of use of social media on job performance in a service providing sectors.

2. SOCIAL MEDIA

Social media is a platform that facilitates online communication, social networking and collaboration (Carr and Hayes, 2015: 48). Kaplan and Haenlein defined social media as “a group of Internet-based applications that allows users to create and exchange user-generated content” (Kaplan and Haenlein, 2012: 101). Social media provides the ability to create profiles for social connectivity to share information with searching mechanisms and privacy features (Chang and Hsiao, 2013: 358). Accordingly, users can articulate a list of other users with whom they share with and interact (Kane et al., 2014: 11).

Social media is composed of three parts (Carr and Hayes, 2015: 40): which are, devices that produce and spread the contents, devices that fetch the contents, and people that use the information for their official and personal use. These three parts enable to tie its users to one platform (Özdemir and Erdem, 2016: 252; Varotto et al., 2016: 193). These platforms facilitate users to send and share information without any time and space constrains (Gao et al., 2018: 4). These platforms also provide job related information to the workers in a workplace which enhance their performance and competitiveness (Wang et al., 2016: 162).

Several social media applications and social networking sites are almost always available for social connectivity (Cao et al., 2016; Macnamara and Zeffass, 2012: 296). For example, social networking sites (SNSs) are web based platforms that contain several computer based communication technologies. Therefore, different social networking (SN) applications provide different functionalities for its users. The most known SN platforms are Facebook, WhatsApp, LinkedIn, blogs, and skype, among others. The emergence of SNSs have changed the ways of interaction and ties users to a virtual community. These SNSs facilitate users to generate content, share, and comment and do the same with other users (C.-W. Chen and Lin, 2014: 460; Kim, 2012: 543).

There are many theories in the literature that strengthen the understanding of social media usage like Social Exchange Theory and Social Penetration Theory. Social Exchange Theory emphasizes that social media is totally based on the contents provided by its users. Theory provides a better platform to understand how people develop networks and how they share information on the basis of cost-benefit framework (Pan and Crotts, 2012: 7). The Social Penetration Theory describes how individuals form relations with one another by self-

disclosure. This theory explains the initial stage of the relationship where individuals express their identity, bio data, favourites, and belonging of social groups. As soon as the relationships take progress individuals start sharing their feelings. Thus, this theory develops our understanding in determining the level of relationships and information disclosed (Pan and Crotts, 2012: 9).

Social media provides the ease to use mechanisms for users to contact and access information from other users. So, individuals use social media for different purposes such as obtaining information about products and developing contacts (Pan and Crotts, 2012: 6). For example, consumers prefer to obtain information from acquaintances about products and services. Ultimately, consumers play an important role in transforming and sharing information about products and services of any organization (Pudliner et al., 2015: 406).

Social media platforms have significant impacts on organizational practices. Organizations use social media for their official benefits such as to attract and to engage their customers (Macnamara and Zerfass, 2012: 288). For example salesmen adopt social media to increase their sale volume and expand their networks (Agnihotri et al., 2012: 334). On the other hand, customers also look for such social media tools that helps them in making purchasing decisions making and maintaining relationships with organizations (Nga Ling Chan and Guillet, 2011: 355).

3. EMPLOYEE JOB PERFORMANCE

Job performance can shortly be defined as “all kind of behaviours at work” (Jex & M, 1998). Job performance is associated with ability of employees, awareness about assigned goals, fulfilling expectations and achieving assigned goals for the organizations (June and Mahmood, 2011: 96). Job performance is the total expected value for the organization where an employee performs over a stipulated period of time. Relatedly, Job performance is the output of an employee that is expected in a specific job (Choudhary et al., 2017: 1088). Job performance includes results, values and achievements that are achieved from work (C.-F. Chen, 2014: 208).

Several studies have examined the dimensions of employee job performance as task performance, contextual performance, adaptive performance and creative performance (Catalakal, 2016: 17). Task performance is directly related to the technical aspects of the organization and if it supports the core principles of any organization either by executing its processes or maintaining its required services (Harari et al., 2015: 498; Uryan, 2015: 3). Contextual performance is the behavioural patterns that support the psychological and social context in which task activities are performed (Stone-Romero et al., 2009: 104). Contextual performance contributes to help, cooperate and suggest methods to improve organizational processes. In other words, contextual performance is a behaviour that contributes to the organization by coordinating with colleagues, following rules, and putting extra efforts.

Adaptive performance is about the employees' ability in understanding and adopting the changes in an organization (Pulakos et al., 2000). Pulakos et al. (2000) classified eight dimensional behaviours for adaptive performance in their research: new task learning, handling the working stress, adaptability of new technologies, adaptability of new procedures, creative problem solving and interpersonal adaptability (Uryan, 2015: 4). In

short, adaptive performance measures whether employees are able to creatively solve the problems, deal with uncertain situations, learn new tasks, technologies and procedures (Koopmans et al., 2013: 8).

Creative performance is the ability to generate products, procedures or ideas that are considered to be original and potentially useful (Guegan, Nelson, & Lubart, 2017). In practical sense, creativity is related to the thinking of an employee and how their output contributes to the organization. Thus, the employees come up with new ideas related to their tasks and procedures (Guegan et al., 2017: 202; Uryan, 2015: 4).

Advancement in internet based applications, now called social web or web 2.0 technologies, affect the job performance (Amo et al., 2011: 547). Web 2.0 applications such as blogs, WhatsApp and social networking sites, contribute to make communication and knowledge sharing process more efficient which ultimately affect employee job performance (Louie et al., 2016: 240). Especially, when employees work at different and remote locations, they adopt web 2.0 technologies to build relations with one another for official purpose at the workplace (Dunne et al., 2010: 53).

Different organizations have different point of views about social media usage in the workplace and its impact on job performance. For example, some are positive and some are very concerned about decreasing performance (Cao et al., 2016; White, 2014). However, many organizations gain official benefits from implementing advanced communication applications by effectively engaging with customers and stakeholders (Odoom, et al., 2017: 387).

4. RESEARCH HYPOTHESIS

Social media is a platforms that has various technological tools and application that facilitate the interaction and exchange of information among employees in the workplace (Zhang, 2016). Therefore social media provides a great opportunity in facilitating organizations in terms of knowledge management activities at the workplace (Zang et al., 2015: 804). Since web 2.0 technologies have changed the ways of interaction, sharing and enhancing employee job performance, organizations are increasingly adopting these technologies for their business processes (Behringer and Sassenberg, 2015; Usher, 2011). In practice, employees perceive it as a positive benefit at workplace because such applications provide benefits to the employee and organization (Anandarajan et al., 2011: 578). Therefore, it is important to explore the effect of social media on job performance in the workplace (Kane, 2015; Kjaerulff, 2015; Reitz, 2012: 48). Based on the literature, the following hypothesis was postulated:

H₁: Use of social media in the workplace has a positive effect on employee job performance

5. RESEARCH METHOD

The Purpose of this study was to examine the relationship between the use of social media and employee job performance in the service providing sector. Questionnaires were used to collect data. The questionnaires consisted of three parts; the first part measured “use of social media”, the second part measured “employee job performance” and third part consisted of the demographic information of participants.

The measure for the “use of social media” was adopted from the research of Wang et al. (2016) which consisted of 10 items with two dimensions: usefulness and ease to use. Whereas the measure for the “employee job performance” was adopted from the research of Koopmans and Bernaards (2014) and Coole (2003) which consisted of 20 items with three dimensions: task performance, contextual performance and time management. Expressions in both measures were a five-point Likert scale ranged from “1 = strongly disagree” and “5 = strongly agree”. Both “use of social media” and “employee job performance” measures were found to be reliable and the Cronbach’s Alpha values (α) were 0.94 and 0.87 respectively.

The population of the research were employees working for service providing organizations located in Konya, Turkey. Konya is one of the most important and also top 5 developed and city in Turkey. A total 300 questionnaires were delivered to randomly selected employees working in ten different such type organizations. However, 236 (68%) questionnaires were received and 205 questionnaires were scrutinized valid for analysis. When considering the techniques used in the data analysis method it was estimated that the sample size was adequate (Hox and Bechger, 2006). Exploratory Factor Analysis, Confirmatory Factor Analysis and Structural Equation Modelling techniques were employed for data analysis.

5.1. Demographics

Demographic characteristics of the participants were depicted in Table1. Majority of the respondents were male, married, in the age group of 25-34 years, and hold bachelor degrees. Most of the participants had a total work experience of 10-15 years in their life time and worked 4-6 years in their existing organizations. It was observed that majority of participants work in the services production department.

Table 1. Demographic information of participants (n= 205)

		n	%			n	%	
Gender	Male	147	71,7	Status at work place	Company Owner / Partner	5	2,40	
	Female	58	28,3		General Manager / Assistant GM	7	3,40	
	Total	205	100,0		Chief / Foreman / Supervisor	30	14,60	
Marital status	Married	137	66,8		Department Manager / Assist. DM	26	12,70	
	Unmarried	66	32,2		Worker	116	56,60	
	Missing	2	1,0		Others	20	9,80	
	Total	205	100,0		Missing	1	0,50	
Age	18-24	20	9,8		Operation time of the firm	Less than 1 year	2	1,00
	25-34	100	48,8			1-3 year	14	6,80
	35-49	71	34,6			4- 6 year	5	2,40
	50-65	12	5,9	7- 9 year		26	12,70	
	Missing	2	1	10- 15 year		15	7,30	
	Total	205	100	16 -20 year		5	2,40	
Education	Middle School	1	0,50	20 and more		136	66,30	
	High School	21	10,20	Missing		2	1,00	
	Intermediate	34	16,60	Total		205	100,00	
	Bachelor	107	52,20	Total Number of Employees		Less than 10	13	6,30
	Post graduate	36	17,60		10 - 49	63	30,70	
	PhD	4	2,00		50- 99	6	2,90	
	Missing	2	1,00		100- 249	6	2,90	
Total	205	100,00	250- 499		9	4,40		

Table 1 cont.

Work experience in life time	Less than 1 year	12	5,9	Total Number of Employees	500- 999	15	7,30
	1-3 Year	15	7,3		1000-1999	42	20,50
	4-6 year	27	13,2		2000 and more	50	24,40
	7-9 year	40	19,5		Missing	1	0,50
	10-15 Year	61	29,8		Total	205	100,00
	16-20 Year	19	9,3	Legal status	Unlimited company	2	1,00
	20 year and more	29	14,1		Commanded partnership	2	1,00
	Missing	2	1		Limited Company	24	11,70
Total	205	100	Corporation.		91	44,40	
Department	Human Resources	13	6,3		Cooperative company.	3	1,50
	Marketing	46	22,5		Public	74	36,10
	Services Production	92	45,0		Others	9	4,40
	Management	11	5,3		Total	205	100,00
	Others	29	14,1	Sector	Banking and Finance	64	31,3
	Missing	14	6,8		Electricity Delivery Services	29	14,1
	Total	205	100		Konya Metropolitan Municipality	74	36,1
Department	Human Resources	13	6,3		Telecommunication	9	4,4
	Marketing	46	22,5		Others	21	10,3
	Services Production	92	45,0		Missing	8	3,90
	Management	11	5,3	Total	205	100,00	
	Others	29	14,1				
	Missing	14	6,8				

5.2. Explanatory Factor Analysis for the Measure of Use of Social media

Exploratory factor analysis operates on the notion that measurable and observable variables can be decreased to fewer latent variables that have a common variance and are unobservable, which is known as reducing dimensionality (Bartholomew et al., 2011). It is usually used to regroup variables into a limited set of clusters based on shared variance (Yong and Pearce, 2013).

An exploratory factor analysis was conducted for the measure of “use of social media” as depicted in Table 2. Kaiser-Meyer Olkin (KMO) measures adequacy of the sample and it is used to contrast between the extents and the scales of the observed correlation coefficients in relation to the extents of the partial correlation coefficients. Large KMO values are considered to be good for correlations between pairs of variables that can be elaborated by the other variables (Yong and Pearce, 2013). An examination of the KMO measure of sampling adequacy suggested that the sample was factorable KMO= 0.91. It is suggested that the KMO value is higher than 0.80 indicating that the variables are related to each other, share a common factor and had a patterned relationships between the items (Bartholomew et al., 2011). The Bartlett's Test of Sphericity test, which tests the hypothesis that the correlation matrix is equal to the unit matrices, had a statistically significant result, $\chi^2 = 2082.532$, $df = 45$, $p < 0.000$. After determining that the factor analysis for the use of social media structure can be applied, factor analysis based on the "varimax" vertical rotation method was performed. Exploratory factor analysis generated two dimensions for the measure of use of social media: perceived usefulness and perceived ease to use. These dimensions explained 81.68 % of total variance, so we could reduce the complexity of the data set by using these components. Compound variables were generated for each dimension separately to conduct succeeding analysis of the research.

Table 2. Use of Social Media Explanatory Factor Analysis (n= 205)

KMO and Bartlett's Test (Bartlett's Test of Sphericity)	Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.905 Approx. Chi-Square (χ^2) = 2082.532 df (Degree of freedom) = 45 Sig. = 0,000
Components	
Rotated Components Matrix ^a	Perceived Usefulness Perceived Ease to use
Using social media makes my work fast.	0.904
Using social media makes my work easier.	0.891
Using social media increases my working performance.	0.888
Using social media makes my work effective.	0.881
Using social media increases my work productivity.	0.871
I often use social media to perform my work.	0.843
Use of social media is helpful at my workplace.	0.745
It is easy to learn how to use social media.	0.920
It is easy to interact on social media.	0.905
I like to use social media.	0.744
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. a. Rotation converged in 3 iterations. Perceived Usefulness: Eigen value = 6.633; Explained variance % = 54.172; α =0.961 Perceived Ease to use: Eigen value = 1.535; Explained variance % = 27.510; α = 0.874 Total variance explained = 81.682 %	

5.3. Explanatory Factor Analysis for the Measure of Employee Job Performance

An exploratory factor analysis was conducted for the measure of “employee job performance” as depicted in Table 3. The KMO measure of sampling adequacy suggested that the sample was factorable KMO = 0.87. The Bartlett's Test of Sphericity test had a statistically significant result, $\chi^2 = 1383.586$, $df = 153$, $p < 000$, indicating that factor analysis for the employee job performance structure can be applied. Then, a factor analysis based on the "varimax" vertical rotation method was performed. Exploratory factor analysis generated three dimensions for the measure of employee job performance: time management, task performance, and contextual performance. These dimensions explained 64.02 % of total variance, thus we could reduce the complexity of the data set by using these components. Compound variables were generated for each dimension separately to conduct succeeding analysis of the research.

Table 3. Employee Job performance Explanatory Factor Analysis (n=205)

KMO and Bartlett's Test (Bartlett's Test of Sphericity)	Kaiser-Meyer-Olkin measure of sampling adequacy= 0.874		
	Approx. Ki-Square (χ^2) = 1383.586		
	df (Degree of freedom) = 153		
	Sig. = 0,000		
Rotated Components Matrix ^a	Components		
	Time Management	Task Performance	Contextual Performance
I plan my work to complete it on time	0.842		
I always keep in my mind the target that is related to my job.	0.807		
I comply with deadlines at work, in any case.	0.657		
My work required struggle.	0.508		
I use resources economically.	0.501		
(Reverse-7) I do my work within my capacity.		0.870	
My job, I'm doing better than my colleagues.		0.791	
I am doing a lot of work.		0.724	
I am a master at my job.		0.668	
I can analyze the situation related to work correctly and move in the right direction.		0.667	
I make informed decisions about the task assigned to me.		0.531	
I undertake additional responsibilities beyond my own work.			0.792
I am actively involved in meetings related to my job.			0.788
I Keep up-to-date professional knowledge and skills.			0.651
I find creative solutions when I face problems at my work.			0.585
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 6 iterations.			
Time Management: Eigen value = 5.663; Explained variance % = 20.791; α =0.788			
Task Performance: Eigen value = 1.449; Explained variance % = 17.847; α =0.706			
Contextual Performance: Eigen value = 1.301; Explained variance % = 16.290; α = 0.779			
Total variance explained = 64.021%			

5.4. Confirmatory Factor Analysis

Confirmatory factor analysis (CFA) is a multivariate technique used to evaluate the validity of a construct (Walker and Maddan, 2013). When a CFA is conducted it uses a hypothesized model to forecast a population covariance matrix that is compared with the observed covariance matrix. Technically, the aim is to reduce the difference between the estimated and observed matrices (Schreiber et al., 2006). CFA provides many “goodness-of-fit” statistics to the researcher so as to how well the proposed model and items are correlated (Marsh et al., 2014: 86; Veale, 2014: 165). CFA was employed for the measures of use of social media and employee job performance separately to determine that the constructs are significantly fit by using AMOS software, as depicted in Figure 1. CFA yielded an acceptable fit model for the measures of use of social media (Catalasakal, 2016: 49) (χ^2 : 94.416; df: 32; p: 0.000).

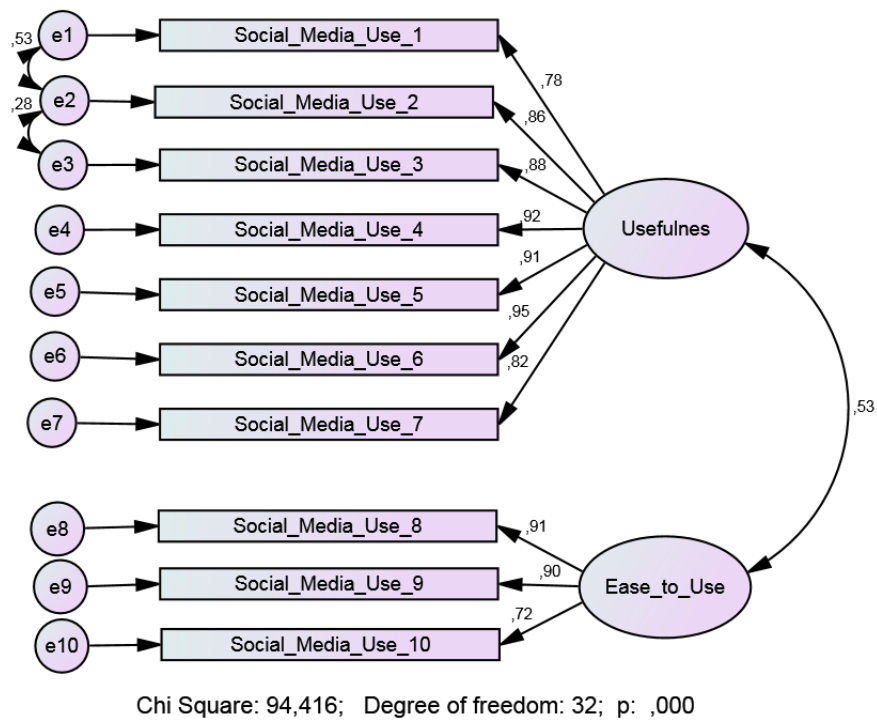


Figure 1. Confirmatory Factor Analysis for the Scale Social media

Tests for discriminant validity were found to be acceptable (Table 4), Average Variance Extracted (AVE) > 0.5 and the value of Composite Reliability (CR) also exceeded the benchmark (CR > 0.7). It was also observed that the value of Average Variance Extracted was greater than the value of Maximum Shared Value (MSV), in other words AVE > MSV.

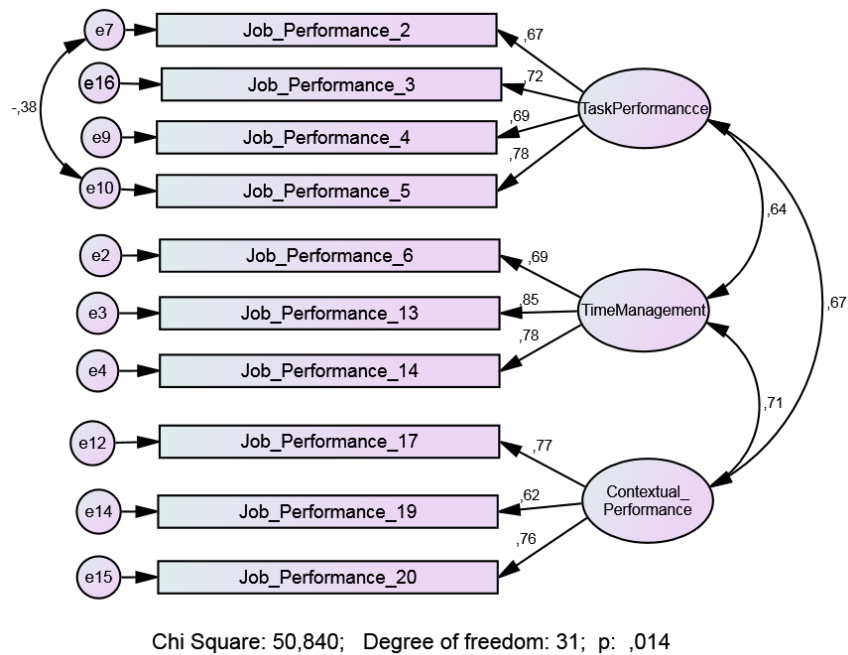


Figure 2. Confirmatory Factor Analysis for Scale Job Performance

Depicted in Figure 2, CFA was employed to test the measure of employee job performance. It was concluded that model was fit and significant (χ^2 : 50.840; df: 31; p: 0.014). Tests for discriminant validity for this model were also found to be acceptable (Table 4). The value of average variance extracted was ($AVE > 0.5$) and the value of composite reliability exceeded the benchmark ($CR > 0.7$). The value of the average variance extracted was greater than the value of maximum shared value ($AVE > MSV$).

Table 4. Validity and Reliability of the construct job performance

	CR	AVE	MSV	MaxR(H)	Time Management	Task Performance	Contextual Performance
Time Management	0,819	0,603	0,508	0,837	0,776		
Task Performance	0,810	0,516	0,442	0,816	0,637	0,719	
Contextual Performance	0,764	0,521	0,508	0,777	0,713	0,665	0,721

5.5. Covariance

Covariance analysis used to minimize the error variance and increase the strength of the model. It removes the systematic error which could affect the results and it is also clarifies the differences between the results of certain characteristics of groups (Burgazoglu, 2013: 19).

Table 5. Standardized Residual Covariance (n = 205)

Dimensions	Social Media		Social Media		
	1	2	3	4	5
1. Usefulness	1				
2. Ease to Use	0.544**	1			
3. Time Management	0.110	0.114	1		
4. Task Performance	0.224**	0.133	0.590**	1	
5. Contextual Performance	0.234**	0.120	0.557**	0.514**	1

Depicted in Table 5, covariance among the variables shows that variables were significantly correlated. It was observed that the variable “usefulness” highly strong correlated with task performance, contextual performance and time management, whereas, variable “ease of use” was not correlated with any dimensions of job performance.

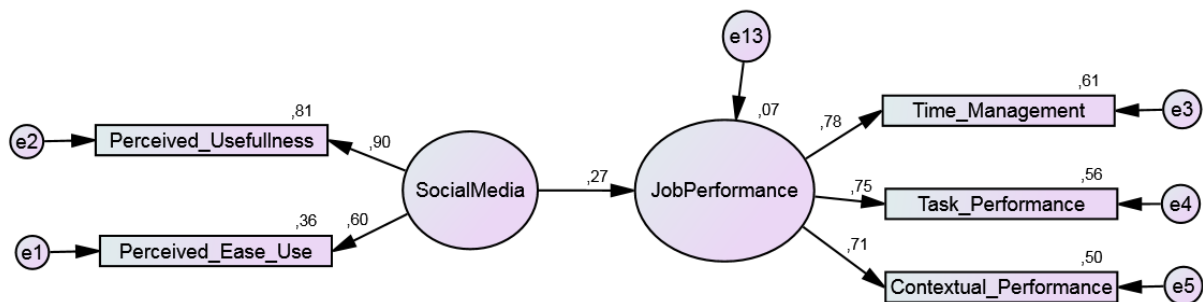
5.6. Structural Equation Modelling

Structural equation modelling (SEM) is a multivariate analysis technique used to determine the strength of relationships among constructs. The main application of SEM is path analysis, which hypothesizes between variables and tests the models with linear equations (Liu & Hsiang, 2015: 784). There are many fit indices available to determine how well the theoretical model is fit. Table 6 provided a list of fit indices that were used to determine the fitness of the model in SEM (Walker and Maddan, 2013).

Table 6. Fit Indices of the Model

Shorthand	Index of Fit	Model is Accepted if	Findings
GFI	Goodness of Fit	Exceeds .90	0.966
AGFI	Goodness of Fit	Exceeds .90	0.928
RMR	Root Mean Square Residual	0 indicates perfect fit	0.034
RMSEA	Root Mean Square Error of Approximation	Is less than .06 (or .08)	0.061
χ^2	Chi-square	$\chi^2/df \leq 3$	1.771

Depicted in Fig 3, shows the SEM results for the exogenous construct of use of social media, which contained two factors: usefulness and ease to use. The endogenous construct of employee job performance contained three factors: time management, task performance and contextual performance. Depicted in Table 6, the model yielded statistically fit indices which showed that the model is statically fit and acceptable.



Chi Square: 7,882; Degree of freedom: 4; p: ,096

Structural equation modelling was applied to test the model (Figure 3). This model exhibited acceptable fit indices ($\chi^2 = 7.882$ (4), $p: .096$; GFI = .986; AGFI: .946; RMSEA = .069) and found a positive relationship between the variables “use of social media” and “employee job performance”. Based on these findings, it can be said that the proposed research hypothesis (H1: $\beta = 0.27$, $p: 0.096$) was supported. Table 7 presents a summary of the model estimates.

Table 7. Standardized Regression Weights

			Estimate
Job Performance	<---	Social Media	.270
Perceived Ease to Use	<---	Social Media	.603
Perceived Usefulness	<---	Social Media	.902
Time Management	<---	Job Performance	.779
Task Performance	<---	Job Performance	.750
Contextual Performance	<---	Job Performance	.707

6. DISCUSSION

Previous studies have shown that the use of social media at the workplace is positively correlated with job performance. Use of social media at workplace has a positive effect on job performance because it provides ease for employees to get suggestion from workmates and friends, and transfer knowledge (Ali-Hassan et al., 2015; Cao et al., 2012). Recent studies have proposed that organizations that used social media in workplace tended to report high satisfaction with their employees' job performance (Odoom et al., 2017, p. 25). Findings of this research are consistent with the literature.

Ali-Hassan et al. (2015) pointed out at their research that social and cognitive use of social media had a positive effect on an employee's routine and on innovative job performance while the hedonic use of social media had a negative effect on routine performance. Also, Lu et al. (2015), worked on corporate blogging and job performance and their findings revealed that the blog network was positively affecting job performance.

7. CONCLUSION AND RECOMMENDATIONS

In this quantitative research, the effect of use of social media on employee job performance was investigated. Results of this research provided empirical evidence to supporting the potential impact of use of social media at workplace.

It was concluded that organizations use social media in the workplace to enhance the performance of their employees in terms of task performance, contextual performance and time management. Results revealed that "usefulness" component of the use of social media construct was strongly correlated with job performance and contributed to improve the performance of employees. Usefulness is directly related with the functionality of social media applications. It can be said that employees are aware of benefits of the networking technologies. Hence, it is strongly suggested that management should conduct training programs for employees about proper use of social media for organizational purposes in the workplace to get the utmost benefit of such technologies.

An interesting, and somewhat unexpected finding that, the factor "ease to use" component of the use of social media construct had no significant correlation with job performance. This component is mainly related with design, user friendliness and technical specifications of social media applications.

In sum, social media has increased the access to information, sharing and networking. This in result improved the performance of employees. Therefore, management in organizations should invest in social media technologies and focus on how to integrate such technologies to their current business processes.

This research has some limitations that offers further research opportunities. Similar research can be conducted in other regions or countries to determine the effect of cultural differences. Researchers may also explore different effects of social media in other sectors for comparisons.

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