Being Always Online, Feeling Emotionally Exhausted: The Impact of Excessive Social Media Use on Job Satisfaction

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ABSTRACT

Excessive social media use has become increasingly prevalent in employees' work lives, leading to substantial psychological and behavioral challenges. However, empirical and comprehensive research on the dark side of social media use at work and the effects of overuse on employee outcomes is nascent in management literature. To fill this gap in the literature, the present study investigated the relationship between excessive social media use at work, technology-work conflict, emotional exhaustion, and job satisfaction. In this vein, data were collected from 210 employees and analyzed using structural equation modeling. The results showed that (1) Excessive social media use at work positively relates to technology-work conflict; (2) technology-work conflict positively relates to emotional exhaustion; (3) technology-work conflict negatively relates to job satisfaction.

Keywords: Social Media, Technology-Work Conflict, Emotional Exhaustion.

Sürekli Çevrimiçi Olmak, Duygusal Olarak Tükenmiş Hissetmek: Aşırı Sosyal Medya Kullanımının İş Tatmini Üzerindeki Etkisi

ÖZET

Aşırı sosyal medya kullanımı, iş yaşamında giderek yaygınlaşmakta ve çalışanlar açısından önemli olan psikolojik ve davranışsal problemlere yol açmaktadır. Bununla birlikte, işyerinde sosyal medya kullanımının karanlık yönü ve sosyal medyanın aşırı kullanımının çalışan çıktıları üzerindeki etkisi üzerine ampirik ve kapsamlı araştırmalar yönetim literatüründe sınırlı olarak ele alınmıştır. Literatürdeki bu boşluğu doldurmak amacıyla, bu çalışmada iş yerinde aşırı sosyal medya kullanımı, teknoloji-iş çatışması, duygusal tükenme ve iş tatmini arasındaki ilişki araştırılmıştır. Bu doğrultuda, 210 çalışandan veri toplanmış ve elde edilen veriler yapısal eşitlik modellemesi kullanılarak analiz edilmiştir. Sonuçlar (1) işyerinde aşırı sosyal medya kullanımının teknoloji-iş çatışması ile pozitif yönde ilişkili olduğunu; (2) teknoloji-iş çatışmasının duygusal tükenme ile pozitif yönde ilişkili olduğunu; (3) teknoloji-iş çatışmasının iş tatmini ile negatif yönde ilişkili olduğunu göstermiştir.

Anahtar Kelimeler: Sosyal Medya, Teknoloji-İş Çatışması, Duygusal Tükenme.

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1. INTRODUCTION

In contemporary society, social media has become an integral part of individuals' daily lives. 5.24 billion people now use social media, 63.9 per cent of the global population, and spend 2 hours and 21 minutes using social media daily (Wearesocial.com, 2025). The number of users has increased by 406 million over the past 12 months, a 4.1 per cent increase (Wearesocial.com, 2025).

Social media use also expands to organizational life. More than one in three active social media users use these platforms for work-related activities, networking, research, and following contacts relevant to their work (Wearesocial.com, 2025). This pervasive use of social media in both personal and professional spheres necessitates heightened awareness and understanding of its potential risks and adverse effects for individuals and organizations.

The mounting emphasis on the negative aspects of social media has prompted scholars to investigate the relationship between excessive social media use (ESMU) at work and employee outcomes (Tandon et al., 2021). Specifically, the ESMU at work is associated with lower job performance (Yu et al., 2018), reduced cognitive engagement (Shahzad et al., 2021), greater emotional strain (Zheng & Lee, 2016), and technology overload (Si et al., 2023). Despite this surge of interest, empirical, more comprehensive research on the effects of the overuse of social media at work on employee outcomes remains nascent in the literature (Yu et al., 2023).

Moreover, a large body of research has focused on the adverse effects of social media overuse on private life (Yu et al., 2023). In contrast, there has been relatively little interest in the dark side of social media use within the workplace context in management literature (Salo et al., 2018). Additionally, existing literature has focused on enterprise social media use, defined as the use of organizational web-based platforms for internal and interpersonal communication and collaboration, including posting, viewing, and editing messages, text, and files sent by organizational members (Leonardi et al., 2013). Enterprise social media use has attracted significant scholarly attention due to its powerful effects and implications for workplace communication, social interaction among organizational members, and information sharing and management (Sharma & Bhatnagar, 2016). In this study, we focused on the excessive use of personal social media at work, an understudied area in the literature (Yu et al., 2023). Specifically, employees use social media at any time and in any place, and personal social media use more readily blurs the boundary between work and private life (Yu et al., 2023). As a result, excessive social media use at work has more detrimental effects on employees' outcomes.

On the other hand, the extant literature has investigated the dark side of social media in the context of general usage behaviors. Particularly, people use a variety of social media applications and tools for different purposes (Cao & Yu, 2019). Conceptualizing social media use within a general framework makes it difficult to understand the effects of multidimensional social media usage (Cao & Yu, 2019). To fill these research gaps, ESMU

at work is conceptualized based on three dimensions: excessive social use of social media at work, excessive hedonic use of social media at work, and excessive cognitive use of social media at work to enhance the understanding of ESMU within organizations comprehensively. In other words, ESMU at work consists of excessive social use at work (excessive use for building and maintaining social relationships), excessive hedonic use at work (excessive use for satisfying the need for relaxation and entertainment), and excessive cognitive use at work (excessive use for creating and sharing content)(Yu et al., 2023).

Therefore, this study contributes to social media literature by examining ESMU in the context of work life, thereby extending prior studies on the dark side of social media. Consequently, grounded on the Usage Experience–Stressor– Strain Model (Yu et al., 2023), the present study has concentrated on ESMU of employees at work (usage experiences) to elevate technology-work conflict (stressor) and its resultants, impacting emotional exhaustion and job satisfaction (psychological and behavioral strains) in the workplace. Hence, the current study investigated an interwoven relationship between ESMU at work, technology-work conflict, emotional exhaustion, and job satisfaction.

First, we investigated the impact of ESMU at work on technology-work conflict. Previous studies have examined social media exhaustion (Wang et al., 2024), information, communication, and social overload (Chang & Shih, 2018), job performance (Yu et al., 2023), and social media-related overload (Yu et al., 2023). The current study contributes to management literature by examining the joint effect of indicators of overuse of social media on technology-work conflict.

We also examined how technology-work conflict affects emotional exhaustion and job satisfaction. Previous research has explored the role of technology-work conflict in emotional strain (Zheng & Lee, 2016), job performance (Cao & Yu, 2019), fatigue related to social media use (Si et al., 2023), and job burnout (Jiang et al., 2022). However, most studies focus on the impact of technology-work conflict on emotional strain outcomes, while few explore its combined effects on both behavioral and emotional employee outcomes. Therefore, this study investigates the influence of technology-work conflict on emotional exhaustion as an emotional strain and on job satisfaction as a behavioral strain.

Accordingly, the present study investigated (1) the role of ESMU at work on technology-work conflict, (2) the effect of technology-work conflict on emotional exhaustion, and (3) the role of technology-work conflict on job satisfaction.

2. LITERATURE REVIEW

2.1. Excessive Social Media Use at Work

With the widespread use of social media, employees frequently turn to it to meet their socialization needs, seeking information, support, and a sense of belonging. Spending a lot of time also results in ESMU at work, defined as "the degree to which an individual feels that she or he spends too much time and energy on social media for information seeking, communicating, and socializing in the workplace" (Yu et al., 2018, p. 1111).

ESMU at work is conceptualized through various phenomena. For instance, cyberloafing refers to non-work-related internet use of employees at work through various activities such as using social networking sites, sending non-work-related emails, watching online videos, and online shopping (Koay & Soh, 2018).

In this vein, excessive social media use is a form of cyberloafing, defined as non-work-related social media use at work. On the other hand, leisure-work conflict is characterized by tension arising from leisure activities, which can impair the ability to meet work-related requirements, tasks, duties, and responsibilities (Tsaur & Yen, 2018).

Excessive social media use at work is a form of leisure activity that creates conflicts with work-related responsibilities. Besides, enterprise social media use reflects the web-based platforms used for interpersonal communication and collaboration with coworkers, posting, viewing, and editing messages, text, and files sent by members of the organization (Leonardi et al., 2013). Excessive enterprise social media use primarily involves work-related web-based platforms, whereas ESMU at work focuses on excessive use of personal social media platforms at work. Additionally, compulsive social media use (Aladwani & Almarzouq, 2016), social media dependence (Wang et al., 2015), and excessive use of social networking sites (Hussain & Griffiths, 2018) were regarded as similar phenomena. ESMU at work differs from these concepts in that it focuses on social media use at work rather than in personal life.

Moreover, ESMU at work comprises three components: excessive social use, excessive hedonic use, and excessive cognitive use (Yu et al., 2023). First, excessive social use at work is "The perception that employees spend considerable time and energy using social media to build and maintain social relationships in the work environment" (Yu, Zhong, et al., 2023, p. 989). Hence, employees' need to build and maintain relationships, interact socially, or care for others can enhance and amplify the use of social media at work (Yu, Zhong, et al., 2023). Second, excessive hedonic use at work is "the extent to which employees feel that they spend considerable time and energy using social media for relaxation and entertainment in the work environment" (Yu et al., 2023, p. 989). Employees use social media in the workplace during breaks for leisure, satisfying the need for relaxation and entertainment (Luo et al., 2018). Finally, excessive cognitive use at work is "The perception that employees spend considerable time and energy on social media to create and share content in the work environment" (Yu, Zhong, et al., 2023, p. 989).

Employees who excessively use social media at work are experiencing unintended and adverse consequences. For example, Zheng and Lee (2016) examined whether ESMU is associated with cognitive preoccupation and strain. Additionally, problematic social media use adversely affects individuals by reducing life satisfaction and increasing loneliness (Marttila et al., 2021). Using social media at work also negatively impacts job performance (Brooks & Califf, 2017), strain (Cao & Yu, 2019), fatigue, guilt, and counterproductive work behavior (Labban & Bizzi, 2022), and work engagement (Syrek et al., 2018).

3. THEORETICAL FRAMEWORK AND HYPOTHESES DEVELOPMENT

Usage Experience–Stressor-Strain Model, developed based on the stressor–strain framework, elucidates the impact of excessive usage experiences on psychological and behavioral strains (Yu et al., 2023).

In particular, social media is well-suited to communication and information sharing, but excessive use at work blurs the boundary between the personal and professional spheres (Cao & Yu, 2019). Spending excessive time on social media distracts employees' attention from work-related responsibilities and duties, increases their cognitive, technological, and informational load, and consequently reduces their efficiency and performance (Yu et al., 2018). As a result, employees experience higher stress levels due to technology-work conflict.

Finally, employees suffering from stress based on technology-work conflict experience higher emotional exhaustion due to the inability to fulfil work demands and a decline in personal time (Cao & Yu, 2019). Also, higher technology-work conflict reduces employees' job resources to accomplish work-related tasks and responsibilities (Cao & Yu, 2019), resulting in decreased job satisfaction.

In this context, the current study investigated the role of ESMU of employees at work (usage experiences) on technology-work conflict (stressor) and its resultants, impacting emotional exhaustion (psychological strain) and job satisfaction (behavioral strains) in the workplace.

3.1. Excessive Social Media Use at Work and Technology-Work Conflict

Employees use social media to interact with others (i.e., family, friends, colleagues) to meet social, hedonic, and cognitive needs. As social media networks expand, employees' exposure to social media, such as interaction, content, demands, and messages, becomes more frequent (Yu, Zhong, et al., 2023). Technological advancements have also led to the development of mobile applications that enable social media use from anywhere and at any time, thereby increasing employee utilization (Yu et al., 2018).

Therefore, employees are always on social media and check it frequently (Yu et al., 2023). However, the current availability and ESMU among employees is having a deleterious effect on their ability to focus on their work and complete their tasks in a timely fashion (Cao & Yu, 2019). Spending too much time on social media leads employees to devote less time to performing work duties, creating technology-work conflict (Zheng & Lee, 2016). Therefore, ESMU creates conflict with employees' work. The following hypotheses are presented based on this rationale:

H1: Excessive social media use at work is positively related to technology–work conflict.

3.2. Technology-Work Conflict and Emotional Exhaustion

Technology–work conflict is "friction between work tasks and the use of a specific pervasive technology" (Zheng & Lee, 2016, p. 68). Technology–work conflict exists when employees excessively use social media even during working hours (Cao et al., 2024). Thus, employees tend to neglect work-related requirements and duties by spending more time on social media, which may lead to undesirable psychological consequences. For instance, Shan et al. (2022) found that technology–work conflict is associated with higher levels of burnout. Cao et al. (2024) also showed that employees experiencing high technology–work conflict experience high anxiety. Zheng and Lee (2016) found that ESMU leads to conflicts with work, which enhances psychological strain. Based on these arguments, we propose that technology-work conflict also elevates emotional exhaustion.

On the other hand, employees are spending an inordinate amount of time on professional tasks due to their ESMU during work hours. The repercussions of this phenomenon are multifaceted, encompassing not only the anxiety and emotional exhaustion stemming from the impeded ability to fulfil work demands promptly but also a marked diminution in the time allotted for personal lives (Shan et al., 2022). This decline in personal time has been identified as a pivotal catalyst for the onset of psychological exhaustion (Cao & Yu, 2019). Therefore, we propose that:

H2: Technology–work conflict is negatively related to emotional exhaustion.

3.3. Technology-Work Conflict and Job Satisfaction

The technology-work conflict caused by ESMU decreases job satisfaction (Zheng & Lee, 2016). Specifically, according to the stress–strain model, stressful working conditions impair employees' psychological and behavioral strain (Yu, Zhong, et al., 2023).

As one of these stressors, technology-work conflict reflects difficulties in balancing social media use and work responsibilities (Cao & Yu, 2019). Resultantly, employees experience technology-work conflict and are unable to focus their energy on increasing their performance and attention to their jobs (Cao & Yu, 2019). Parallel to this view, Shan et al. (2022) found that technology-work conflict harms employee performance (Shan et al., 2022). Hence, ESMU conflicts with work-related activities and is perceived as an intensive threat to sustained employee satisfaction (Cao et al., 2024).

On the other hand, employees who are excessively preoccupied with the requirements and content of social media experience a reduction in their job resources for accomplishing work-related tasks and responsibilities (Cao & Yu, 2019). Employees were then less likely to experience low job satisfaction. Based on the arguments, we postulate that:

H3. Technology-work conflict is negatively related to job satisfaction.

Figure 1. Research Model
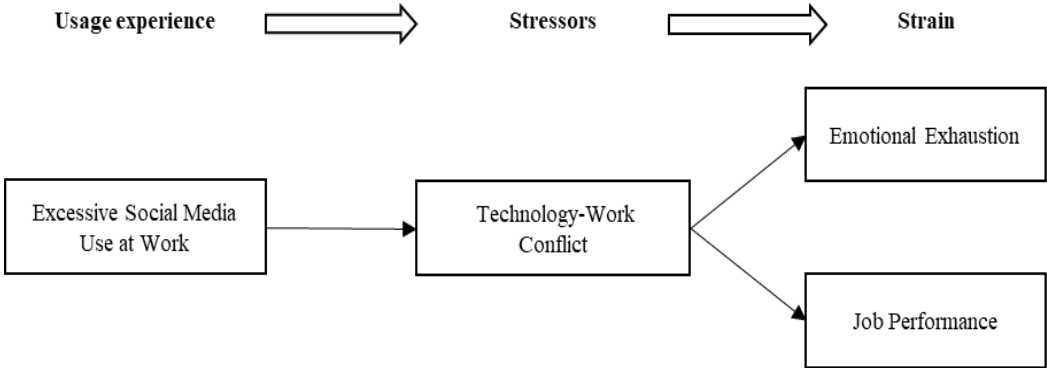
4. RESEARCH METHOD

4.1. Measures

In the present study, all multi-item scales were adapted from scales validated in prior studies. Constructs were measured using 5-point Likert scales ranging from 'strongly disagree' (1) to 'strongly agree' (5) in the current study.

Excessive social media use at work was measured using an 11-item scale adapted from Cao and Yu (2019), based on Caplan (2002) and Caplan and High (2006). The scale comprises three subscales: excessive social use at work, excessive hedonic use at work, and excessive cognitive use at work (Yu, Zhong, et al., 2023). Examples include: "get to know people I would otherwise not meet at work" (excessive social use at work), "take a break and relax from work" (excessive hedonic use at work), and "create content in collaboration with colleagues" (excessive cognitive use at work).

Technology-work conflict was measured with a three-item scale adapted from Stephens and Sommer (1996) and Turel et al. (2011). A sample item is: "The use of social media keeps me from my work more than I would like."

Emotional exhaustion was assessed using a four-item scale adapted from Moore (2000) and Ayyagari et al. (2011) to measure respondents' emotional strain associated with social media activities. A sample item is "I feel drained from activities that require me to use social media".

Job satisfaction was assessed using a five-item scale based on Judge et al. (1998). A sample item is "I feel fairly well satisfied with my present job."

The scales used to assess study variables were translated from English into Turkish by two researchers and then retranslated into English by a third researcher, following the methodology outlined by Brislin (1970). The researchers then assessed the clarity, meaning, and wording of the scale items, subsequently developing the preliminary

questionnaire. A group of 20 master's students were recruited to evaluate the draft questionnaire's precision. The final version was developed in response to this feedback.

4.2. Sampling and Procedure

The study employed a convenience sampling strategy. An online survey was utilized to gather the data, employing an online survey platform (Surveey.com). A survey link was disseminated to eligible participants via multiple channels, including professional and personal networks and social media platforms. IP addresses and demographic information were checked to ensure each person submitted only a response. Regarding inclusion criteria, participants (i) actively working in specific organizations, (ii) using social media channels, and (iii) using social media at the workplace within work times were included in the sample of the study.

A final sample of 210 respondents was included in the current study. Regarding demographic profile, 55.2% identified as women. 59.5% are in the 25-34 age group, and 17.1% are in the 35-44 age group. Among those with education, 59% held a bachelor's degree, and 24.3% held a master's degree. The majority (50.5%) had work experience in their current organization for 1-5 years. Finally, the respondents worked in the following sectors: manufacturing (28.6%), education (15.7%), and banking and finance (11%).

5. ANALYSIS AND RESULTS

5.1. Measurement Model

The measurement model was assessed by reliability, convergent validity, and discriminant validity through AMOS 21. Results showed that model fit indices were well above the required thresholds ($\chi^2_{(221)}$=499.713, CFI=.95, IFI=.95, TLI=.95, χ^2/df=2.26, RMSEA=.078), and the hypothesized four-factor model fit the data well.

Table 1. Confirmatory Factor Analysis

Constructs	Factor Loadings	CR	AVE	Cronbach's Alpha
Excessive Social Media Use at Work		.92	.80	.96
Excessive social use at work		.93	.78	.93
SOC4	.85			
SOC3	.87			
SOC2	.91			
SOC1	.90			
Excessive hedonic use at work		.91	.77	.90

HED3	.77			
HED2	.93			
HED1	.93			
Excessive cognitive use at work		.93	.77	.93
COG4	.87			
COG3	.88			
COG2	.91			
COG1	.85			
Technology-work conflict		.95	.86	.95
TWC3	.93			
TWC2	.95			
TWC1	.91			
Emotional exhaustion		.96	.85	.96
EEX4	.90			
EEX3	.88			
EEX2	.97			
EEX1	.94			
Job satisfaction		.97	.85	.97
SAT1	.85			
SAT2	.94			
SAT3	.93			
SAT4	.95			
SAT5	.94			

Table 1 presents the factor loadings, Cronbach's alpha, composite reliability, and AVE values for the study's variables. Specifically, item loadings were all above .50 (Hair et al., 2010), and the average variance extracted (AVE) exceeded the .50 cutoff, indicating strong convergent validity. Cronbach's alpha and composite reliability values for all constructs exceed .70, indicating strong measurement reliability (Fornell & Larcker, 1981).

Table 2. Discriminant Validity

Variables		1	2	3	4
Excessive Social Media Use at Work	1	(.89)			
Technology-work conflict	2	.63**	(.93)		
Emotional exhaustion	3	.60**	.85**	(.92)	
Job satisfaction	4	-.67**	-.56**	-.51**	(.92)
Mean		3.12	2.96	2.90	3.16
S. dev.		1.05	1.29	1.30	1.30

Note: ** $p < .01$; Values along the diagonal are the square root of AVE.

Table 2 presents the means, standard deviations, and correlations for the variables in the current study. According to Table 2, ESMU at work was positively related to technology-work conflict (r= .63, p<.01) and emotional exhaustion (r= .60, p<.01) and negatively related to job satisfaction (r= -.67, p<.01). Also, technology-work conflict positively related to emotional exhaustion (r= .85, p<.01) and negatively associated with job satisfaction (r= -.56, p<.01). Finally, emotional exhaustion negatively related to job satisfaction (r= -.51, p<.01).

On the other hand, the square root of AVE for each construct was greater than the correlations with other constructs, supporting discriminant validity (Fornell & Larcker, 1981).

5.2. Structural Model

Structural equation modeling was used for hypothesis testing. As a result, model fit indices were well above the required thresholds, and the model fit the data well ($\chi^2_{(224)}$= 553.409, CFI=.94, IFI=.94, TLI=.94, χ^2/df=2.47, RMSEA=.08).

Table 3. Hypotheses Testing

Hypotheses	Path	Path coefficients
H1	Excessive social media use at work → Technology-work conflict	.70**

H2	Technology-work conflict → Emotional exhaustion	.89**
H3	Technology-work conflict → Job Satisfaction	-.60**

Note: ** p<.001 CI=Confidence interval LL=Lower limit UL=Upper limit

As shown in Table 3, ESMU at work was positively related to technology-work conflict (β=.70, p<.001), thereby supporting H1. Specifically, employees who excessively use social media at work are more likely to experience conflict between their work responsibilities and their social media use. Also, the technology-work conflict was positively related to emotional exhaustion (β=.89, p<.001), hence supporting H2. Notably, employees experiencing technology-work conflict tend to feel higher emotional exhaustion. Besides, technology-work conflict was negatively related to job satisfaction (β=-.60, p<.001), thus supporting H3. Our results indicated that higher technology-work conflict alleviates the employees' job satisfaction. Besides, results revealed that ESMU at work explains 49% variance in technology-work conflict (R^2=.49). Furthermore, technology-work conflict explains 80% variance in emotional exhaustion (R^2=.80) and 36% variance in job satisfaction (R^2=.36).

6. CONCLUSION

The present study focused on ESMU at work, examining how technology-work conflict causes work-related stressors and creates detrimental impacts on strains, including emotional exhaustion (emotional strain) and job satisfaction (behavioral strain), thereby extending the Usage Experience–Stressor–Strain Model (Yu, Zhong, et al., 2023).

The current study responds to the call of Salo et al. (2018) to investigate the dark side of social media in the workplace. Prior studies have primarily examined the positive aspects of social media use at work (Andrade & Matias, 2022), excessive social media use in private life (Yu et al., 2023), and the dark side of social media use in educational settings (Masood et al., 2022). This study leverages the dark side of social media by investigating how ESMU at work is related to employee outcomes.

Besides, the present study investigated excessive personal social media use at work, leveraging existing literature. Specifically, whereas prior studies examined enterprise social media use due to its contributions to organizational communication, knowledge sharing, and collaboration (Leonardi et al., 2013; Sharma & Bhatnagar, 2016), the impact of personal social media use at work remains underexplored in the literature. We demonstrated that excessive use of individual social media has significant detrimental effects on employees' emotional and behavioral outcomes. The current study extends prior research on general social media use behaviors by focusing on ESMU at work, including excessive hedonic and cognitive use (Yu et al., 2023).

This study showed that ESMU at work positively relates to technology-work conflict. Past studies have revealed that ESMU at work elicits social media-related overload (Chen et al.,

2023), information-communication-social overload (Yu et al., 2018), and strain (Cao & Yu, 2019) as stressors arising from ESMU at work. Here, we specifically showed that the availability and overuse of social media at work limit employees' ability to focus on their work, distract them from their work-related responsibilities and duties, increase their cognitive, technological, and informational workload, and consequently reduce their efficiency and performance (Yu et al., 2018). As a result, employees experience higher levels of stress due to technology-work conflict.

This study also focused on technology-work conflict as a stressor of ESMU at work, leveraging the literature on ESMU at work stressors. Our empirical findings also demonstrated that technology-work conflict is positively related to emotional exhaustion and negatively related to job satisfaction, extending past studies. Previous studies have shown that technology–work conflict elevates burnout (Jiang et al., 2022), anxiety (Cao et al., 2024), psychological strain (Zheng & Lee, 2016), and social media fatigue (Si et al., 2023). The current study leverages an understanding of the effect of technology-work conflict on employees' emotional and behavioral strain by investigating emotional exhaustion and job satisfaction. Particularly, employees experiencing stress due to technology-work conflict suffer from higher emotional exhaustion due to an inability to fulfil work demands and a decline in personal time (Cao & Yu, 2019). Additionally, greater technology-work conflict reduces employees' job resources for accomplishing work-related tasks and responsibilities (Cao & Yu, 2019), thereby decreasing job satisfaction. The present study demonstrated that employees experiencing technology-work conflict tend to feel higher emotional exhaustion and lower job satisfaction.

Finally, the current study provides several important practical implications. First, employees use social media excessively to meet their social needs (creating new relationships, maintaining close social relationships, and getting to know people sharing the same interests), hedonic needs (enjoying the break, relaxing, and entertaining), and cognitive needs (creating, accessing, and sharing content) at the workplace. Managers should develop alternative organizational socialization tools and practices to meet employees' social, hedonic, and cognitive needs. Organizations need to create a supportive digital organizational culture that promotes effective and mindful use of social media at work and prevents constant employee connectivity to social media. Expanding face-to-face communication and organizing social events (i.e., picnics, dinners, birthday celebrations) to increase employee interaction may reduce their overuse of social media at work.

Managers should also increase employees' awareness of the adverse effects of ESMU at work through digital well-being workshops, digital well-being programs, awareness training, time-management practices, and digital mindfulness practices that promote responsible social media use in the workplace. Furthermore, managers may develop social media policies and preventive measures that limit ESMU in the workplace. In this context, expectations for employees regarding social media use in the workplace should be clearly defined by explaining the rationale for workplace social media restrictions. For instance, organizations can establish "no social media" periods to mitigate the adverse effects of

ESMU at work. Additionally, managers should serve as role models regarding social media use during working hours.

On the other hand, this study has some limitations. Specifically, the present study utilized self-reported data, a practice demonstrated to engender common method bias. To mitigate this potential issue, a range of strategies were employed, including the use of instructed-response items (e.g., For this item, please choose option 5 (strongly agree)) and reverse-scored items.

Furthermore, a cross-sectional study design was employed, which precluded assessing the direction of causality. It is recommended that future research employ a longitudinal design to investigate changes in the assessed variables over differing periods. It would be worthwhile examining the impact of ESMU on employees both at work and in their leisure time. Moreover, the use of a convenience sampling strategy is another limitation of the current study with respect to the generalizability of the findings. Future research could address this limitation by employing probability-based sampling methods and increasing sample diversity across cultures, sectors, positions, and demographic characteristics. This study investigated social media usage during work hours. Future studies could examine specific personal (e.g., Instagram, Twitter) and workplace digital platforms (e.g., instant messaging, project management tools) to broaden our understanding of the impact of social media use during work hours.

Additionally, the current study concentrated on the impact of ESMU at work on technology-work conflict. Future scholars can examine employee sleep deprivation, work engagement, task distraction, work-life balance, and innovative work behavior as consequences of ESMU at work. Researchers may also investigate antecedents of ESMU at work, including leisure boredom, social media exposure, social media addiction, dark personality traits, fear of missing out, and workplace ostracism.

Also, the current study demonstrated the effect of technology-work conflict on emotional exhaustion and job satisfaction. Investigating the impact of technology-work conflict on procrastination, counter-productivity, turnover intention, work-related stress, and psychological wellbeing could be an intriguing topic for future research. Besides, the present study investigated the impact of technology-work conflict on emotional strain (emotional exhaustion) and behavioral strain (job satisfaction). Future studies could explore cognitive strains, including attentional demands, information overload, mental overload, task-irrelevant thought, and cognitive asymmetry.

Future researchers may also examine potential boundary conditions, including mindfulness, self-regulation, cyberloafing, self-control, peer support, social connectedness, cognitive flexibility, and grit, in relation to the relationship between ESMU at work and employee outcomes. On the other hand, the current study has not examined the underlying mechanisms linking excessive social media use at work to organizational outcomes (job satisfaction and emotional exhaustion). Future researchers may investigate the mediating role of workplace loneliness, anxiety, and burnout.

Statement of Research and Publication Ethics

In all processes of the article, the principles of research and publication ethics of the Manisa Celal Bayar University Journal of Social Sciences Institute were followed.

Authors' Contribution Rates to the Article

The entire article was written solely by the author.

Statement of Interest

The author has no conflict of interest with any person or organization.

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