Research Paper **Management**

SOCIAL NETWORKING SITES AND EMPLOYEE JOB PRODUCTIVITY

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ABSTRACT

Social network have positive and negative impacts on the employees productivity making the use of social media in workplaces banned. Social networking sites have different impacts to employee productivity because some sites are found helpful to the organization and also help to make communication easier among the employers, customers and their employees, gaining knowledge that is useful for their work. However there are many social networking sites which cause distraction to employees when they are not really monitored at workplaces .The use of social network such as Facebook, Instagram, Twitter and so forth can be considered as waste of time resulting less productivity. This paper aims to determine the impact of social media on employee productivity. 150 employees from IT industry participated in the survey. Purposive sampling technique was adopted since only those respondents who were active on social media were selected for the study. The findings suggest that there was a definite and medium relationship among the variables. Job Satisfaction, Organizational Commitment and Social Networking Sites have a positive relationship on employee job productivity.

KEYWORDS Employee Productivity, Job Satisfaction, Organizational Commitment, Social Networking Sites

INTRODUCTION
In this modern day social networks have become the talks of the day, many social networking sites are created to make every day making communication easier. However organizations seem to have disadvantage side one way or the other. Social networks have positive and negative impacts on the employees productivity making the use of social media in workplaces banned. According to Tadros (2011), social networking is any kind of networking that makes people to interact with each other all over the world regardless of boundaries. People use social networking to do different thing some of them use the social platforms to market their goods, communicate, socialize, to look for jobs on LinkedIn, Myspace and Facebook, etc. The social networks are not targeting only young people but everyone and they also bring positive and negative impacts on everyone. Also there is much risk on the use of social networking by employees at work because they cannot concentrate to chatting on social media while working hours and resulting into poor productivity of the organization (Swartz 2008). More so, the use of social networks do not only bring negative impact on employees but it also helps the company presence to be easily upgraded and it makes the organization to reach out to both prospective staffs and clients (Wilson 2009). Also, employee job productivity is influenced by job satisfaction which is employees level of participation at work is fulfilled with how much are their satisfied by their work. However some authors stated that gender and age contribute to job satisfaction of employees at workplace (Ng and Chow 2009). More so, organizational commitment is also a factor that determines employee job productivity at workplace; this is because when employees feel much attached and gain a lot from organization they will do anything to keep the organization going to level of production is raised. Also, when employers give organizational benefits to their employees it reduces turnover rate because no employee will choose to move to the next organization. Good employer-employee relationships make employees willingly be committed to their organization and feel that there are determined to keep secrets about their organization, (Unworthy and Robinson, 2015). However, job satisfaction, organizational commitment and social networking uses are regarded as factors that influence employee job productivity, these do not bring only negative impact but in a way they have positive impact.

LITERATURE REVIEW
Social networking sites have different impacts to employee productivity because some sites are found helpful to the organization and also help to make communication easier among the employers, customers and their employees as well as gaining knowledge that is useful for their work (Leidner et al., 2010). However there are many social networking sites which cause distraction to employees when they are not really monitored and workplaces. The use of social networks such as Facebook, Instagram, Twitter, etc. be considered as waste of time resulting in less productivity (Wavecrest 2009) and (Moqbel et al ., 2013)

Job Productivity
Productivity is the ability in which an organization is able to have inputs which are equivalent to outputs (Kompier et al., 2012). According to Bennet et al., (2010) productivity is a measurement or calculation between input and output, if the inputs are equivalent to outputs the employee is considered productivity. In today market organizations are searching for any means that can make their business productive. However for an organization to have higher rate of production there is need to also satisfy employees so that they will feel motivated to work extra hard and commit themselves to their work . Ashraf and Tasawar (2014) pointed out that organization try by all means to have their employees working with motivation , because employee productivity depends with the level to which the employees are satisfied with their jobs .The majority today uses SNS to keep in touch with their loved ones ,the happenings around the globe and technology (Ng and Chow 2009). Since social networking sites are known as a way of communication because employees have freedom into joining to any social platforms but however their involvement into these social platforms destructs them and waste their time they supposed to be busy working while chatting with things that does not benefit the organization Kietzman et al.,(2012). Time is wasted resulting in less productivity because if employees uses social network sites without proper management

of time it will result in less productivity so this justifies that SNSs have negative impact on employee productivity. However authors like Sophia (2009) and Wright et al ., (2008) stated that SNSs help improve productivity level in organizations, because it helps the employees learn new information and skills to which the can apply to their work and relate. Richmond (2011) the author claimed and supported that the use of SNSs had no negative impact in workplace but it actually helps increase production. According to the study that was done by another author, he stated that use of social networking sites at workplace was really a greatest factor which was leading to poor work productivity as well as less job satisfaction of employees. Also, other authors stated that full access of Facebook at workplace lead to 1.5 % reduction in productivity, (Singh and Gill 2015) and (Nucleas Reseach 2009). From the above point of view it justifies the factor that social network will lead to higher productivity level because if only Facebook would reach that percentage what of the use of the rest such as Twitter, We Chat, etc. (Baker et al ., 2012). However , it is noted that the use of social networks make employees to keep switching jobs that will cause turnover in an organization and less productivity, another author disagrees to the point stating that when employees are much committed to their organization nothing can make them leave unless they feel they are not benefitting Gamal and Mohamed (2012). When employees are much satisfied with their jobs productivity is increased and there will be few turnovers, (Magnierâ 2010).

Social Networking Sites Usage

Some organizations believe that social networking sites are helping to educate their employees and making communication within workplace easier (Del Bosque 2013) and (Shepherd 2011). Online social networking platforms have become more important for organizations not only to promote their products or services but also have a way to support social relations inside the employers and employees (Lamborghini 2014) and (Leornadi et al., 2013). More social networking sites provide opportunities for informal and formal connections and collaborations with workmates, customers, friends around the globe and employers at the same time making communication easier between the society. It makes employees to work more easily while gaining knowledge and new ideas across social groups online Gibson et al ., (2014). The use of social networks can help employees to have better and create team spirits which can positively increase workplace productivity Bennet et al., (2010). However some authors pointed out that the use of social networking sites by employees can cause problems. The authors stated three main problems which are caused by social networking sites at organisations. It may cause loss of confidential data, exposure of organization secrets, misplaced and mismanaged business records and loss of employees productivity. Employees can make the organization important data to be lost because sometimes they might open websites which contains virus and it can affect their files which are important (Hugl 2011) and (Haynes and Robinson 2015). Also it is risky because there are more chances of the organization network to be hacked by their rivals or anyone who is willing to know more about the organization (Flynn 2012). Employees can cause damage of organization face because they are human and on social network people normally show their emotions by posting what's going around them. If by an chance an employee of an organization post inappropriate ideas or pictures on social network many people around the globe view them and can be used against the organisation by its rivals, customers, journalist and competitors (Agresta and Bonin 2011), (Dreher 2014). More so, (Keenan 2009) and Hampton et al ., (2012) mentioned that employee use of social network can destroy company reputation, trigger lawsuits and cause less productivity at work since it cause distraction at workplace. However many authors tend to note the negative impacts of social networking use on employees job productivity than its positive impacts.

Job Satisfaction

Job satisfaction is the level of gratification individual feels concerning their work. This mood is mostly centred on a personality's opinion of fulfilment. It can be inclined by one's

capability to finish necessary responsibilities, the way of communication in a workplace, and the way administration handle workers (Saari and Judge 2004). Employees work productivity is also by how much a worker is satisfied by their work. If employees are working at workplace and they feel much comfortable and make them to increase their performance thus productivity goal is reached (Wilson 2009). Age also, contributes to the level employees are satisfied with their jobs because in this modern era younger ones are not easily satisfied with their work compared to elderly people. In some articles researchers have found out some organization which already designed their focus group to help improve employees job satisfaction at the same time workplace productivity .These organizations have an official day once in a week when they encourage their employees to browse through social networking known as Facebook Fridays. This practice directly motivates employees to improve their workplace performance and productivity (Wilson 2010). Women are also hard when it comes to satisfaction thus they are not easily satisfied with their work compared to men in short when there is less job satisfaction there is less productivity in the workplace because an employee who is not satisfied does not get committed to the organization (Timberlake 2005) . Job satisfaction is positively linked with organizational commitment which will govern employee level of job productivity, (Moqbel et al., 2013) and (Ng and Chow 2009)

Organizational Commitment

Organizational Commitment has been intellectualized as having three extents: "sentimental," "continuation," and "normative", (Gibson et al ., 2014) Workers who get along and impressed to their organizations have a tendency to labor harder (Robinson 2015). The use of social networking sites intensity can also partaken as positive influence on organizational commitment. The use of social networking sites by organizational employees can give workers a sense of social interaction. The use of social networking work as a source to workers in the organization in which it can improve the workers' sentimental connection to the organization. For example another author stated that the use of an internal social networking site at one organization provided new employees with supportive means that headed to great guarantee to the IT sector in precise, and the organization in general (Moqbel et al., (2013) (Leidner et al., 2010) Also another author stated that employees who have strong organizational commitment have greater performance and they are productivity, since workers respond for benefits received from the hiring organization as a manner to reciprocate beneficial treatment given to them. Gamal and Mohamed (2012) Organizational commitment is positively related with job performance that will determine employee productivity (Moqbel et al., 2013)

METHODOLOGY

150 employees from IT industry participated in the survey. The geographical location of the study is Bangalore since it is considered as the IT hub of India. Most of these IT companies have implemented social media for their business activities. The online sample calculator was used to determine the sample size. Purposive sampling technique was adopted since only those respondents who were active on social media were selected for the study. In this survey, the questionnaire was used to gather information from the respondents. The respondents were based on a five point scale, Likert scale on the range of 1(strongly disagree) up to 5 (strongly agree). The data was analysed using SPSS v.21.

Research Hypothesis

H1: There is a significant relationship between social networking sites use and employees job productivity.

H2: There is a significant relationship between job satisfaction and employees job productivity.

H3: There is a significant relationship between organizational commitment and employees job productivity.

DATA ANALYSIS AND DISCUSSION

Table 1: Reliability statistics

Variables	Cronbach Alpha	No of items
Social networking sites use	.716	3
Job satisfaction	.811	6
Organizational commitment	.903	5
Job productivity	.728	4

(Source: Primary data)

The table above shows that all the items used to measure the constructs was reliable. Moqbel et al., (2013) and others stated that cronbach's alpha which ranges between 0.613 and 0.969 shows that the research is successful. Table 2: Factor analysis- KMO and Bartlett's Test

Table 2: Factor analysis- KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.809	
Bartlett's Test of Sphericity	Approx. Chi-Square	1307.985
	df	171
	Sig.	.000

(Source: Primary data)

KMO and Bartlett's Test measures from Table 2 indicates the adequacy of the research sample size. The value .809 shows that the sample size of the research is adequate as signified by the value and should be above 0.5. It signifies that all the variables able to be measured with different perspectives from the sample size Moqbel (2013). The Bartletts test signifies that there is a relationship between the correlated variables of the research. The test is signified by the value .000 showing that the sample size is adequate for the factor analysis.

Table 3: Total Variance Explained

Component	Initial Eigenvalues	Extraction Sums of Squared Loadings		Rotation Sums of Squared Loadings					
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.899	31.047	31.047	5.899	31.047	31.047	3.344	17.602	17.602
2	2.617	13.772	44.819	2.617	13.772	44.819	3.337	17.562	35.164
3	1.859	9.787	54.606	1.859	9.787	54.606	2.936	15.452	50.616
4	1.553	8.173	62.779	1.553	8.173	62.779	2.311	12.163	62.779
5	.944	4.969	67.748						
6	.866	4.560	72.307						
7	.724	3.809	76.116						
8	.596	3.138	79.253						
9	.546	2.872	82.125						
10	.497	2.617	84.742						
11	.479	2.521	87.263						
12	.451	2.372	89.635						
13	.406	2.135	91.770						
14	.371	1.955	93.725						
15	.295	1.553	95.278						
16	.271	1.426	96.703						
17	.241	1.266	97.970						
18	.205	1.081	99.050						
19	.180	.950	100.000						

Extraction Method: Principal Component Analysis. (Source: Primary data)

From Table 3 and 4 factors are retained that accounted for 62.78% of the variance. The percent of total variance accounted for by each factor is fairly distributed and none of the factors are dominating.

Table 4: Demographic Profile of Respondents

		Frequency	Percent
Gender	*Male*	65	43
	Female	85	57
Age	*25 -29*	11	7
	30-34	61	41
	35-39	49	33
	40-44	17	11
	45 and above	12	8
Years of Experience	*less than l year*	21	14
	1-2 years	32	21
	3-5 years	55	37
	5 years and above	42	28

Majority of the respondents who participated in the survey are females (57%). Majority of the respondents were in the age group 30 to 34 years of age closely followed by 35-39 years. These respondents fall under the category of Generation Y and are techno savvy.

Correlation

The Statistical degree that shows the range in which two or many variables vary together. The helpful correlation designates the level in which those variables upsurge or decline in corresponding, a negative correlation specifies the amount in which one variable rises as the other decreases.

From Table 5, it can be inferred that the usage of social networking sites are correlated with employees job productivity. There exists a definite relationship between the variables.

Table 5 : Correlations

		Job Productivity	Social Networking Sites	Job Satisfaction	Organizational Commitment	
Job Productivity	Pearson Correlation Sig. (2-tailed) N	1 150	.251** .002 150	.432** .000 150		.294**
Social Networking Sites	Pearson Correlation Sig. (2-tailed) N	.251** .002 150	1 150	.367** .000 150	.220** .007 150	
Job Satisfaction	Pearson Correlation Sig. (2-tailed) N	.432** .000 150	.367** .000 150	1 150	.463** .000 150	
Organizational Commitment	Pearson Correlation Sig. (2-tailed) N	.294** .000 150	.220** .007 150	.463** .000 150	1 150	

**. Correlation is significant at the 0.01 level (2-tailed). (Source: Primary data)The table above shows that the entire variable correlated well.

Job satisfaction correlated with employees job productivity. However there is a definite and medium relationship among the variables. Organisational commitment has a small definite positive correlation with job productivity.

Regression

Regression is used to measure the relationship that is between the independent variable and the dependent variable. The variables measure job productivity which is the dependent and social networking uses, job satisfaction and organizational commitment which are the independent variables (Korzynski 2013) and Moqbel et al., (2013).

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.454a	.206	.190	.45567	.206	12.648	3	146	.000

Source: Primary data)

R-squared is a statistical measure of how close data are fitted regression line. It is also known as the coefficient of determination,

or the coefficient of multiple determination for multiple regression. The percent of variance explained by the model is 19% as shown in Table 6.

Table 7: Coefficients

Model	Standardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		.000
(Constant)	2.176	.317		6.857	.008
Social Networking Sites	.080	.063	.100	1.264	.000
Job Satisfaction	.322	.082	.342	3.911	.017
Organizational Commitment	.094	.069	.114	1.367	

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