

ISSN : 2278-4632

JUNI KHYAT जूनी ख्यात

इतिहास, कला एवं संस्कृति की शोध पत्रिका

A Peer-Reviewed and Listed in UGC Care List



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(सामाजिक विज्ञान; कला एवं संस्कृति की शोध पत्रिका)

वर्ष :11●अंक08 No. 01

August 2021

A Peer-Reviewed and Listed in UGC CARE List
ISSN 2278-4632

संपादक

डॉ. बी. एल. भादानी

प्रोफेसर

प्रबंध संपादक

श्याम महर्षि



मरुभूमि शोध संस्थान

संस्कृति भवन

एन.एच. 11, श्रीडूंगरगढ़ (बीकानेर) राजस्थान

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THE EFFECT OF SOCIAL DIGITAL MEDIA PLATFORMS ON JOB SATISFACTION

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Abstract:

The "influence of Social Digital Media Platforms use in the workplace on Job Satisfaction is investigated by empirically examining the direct and mediating effects of Employee Engagement, Perceived Organizational support and Turnover Intention. Mean-Method is used to determine the sample-size of 460 IT-Employees from 37 Public Limited IT-companies under Software Technology Park of India, Pune. Cochran's Q-Test is applied to study the pattern of Social Digital Media Platforms Usage. The result of One-way MANOVA used to test impact of Social Digital Media Platforms on Job satisfaction shows that Job satisfaction is influenced by the usage of Social Digital Media Platforms at workplace. This study advocates that organizational decision-makers and management should frame policies that allow standardized use of Social Digital Media Platforms in the workplace.

Key words: Social Digital Media Platforms, Job satisfaction, Employee Engagement, Perceived Organizational support, Turnover Intention

Introduction

Several "investigators have studied Job Satisfaction as it's an important Organizational variable (Sook, 2008). Bullock (2003) defined Job Satisfaction as "an attitude which results from balancing and summation of many specific likes and dislikes experienced in connection with the job". Peptone (1999) defined "Job satisfaction as summation of employees feelings in four important areas namely, job, management, personal adjustment and social relations." In simple words, "Job satisfaction basically refers to a person's feeling towards his/her job which acts as a motivation to work" (Shweta Rajput, et. al., 2016). Job satisfaction is influenced by the working environment and organizational practices (Sook, 2008; Shweta Rajput, et. al., 2016; Bullock 2003)." Positive interactions between coworkers are connected to increased levels of job satisfaction and fewer symptoms of job burnout, according to Leiter and Maslach's (1988) study. "Their findings point to the necessity of creating an environment in which people are content with their regular tasks. Kalliath and Morris (2002) investigated the relationship between job satisfaction and burnout and found that there is a negative relationship between burnout and satisfaction of one's job. Allowing employees to use social media throughout the workday as a break, as well as outside of work, may improve job satisfaction. Given these findings, it's critical to comprehend how use of social media platforms might lead to workplace happiness and job satisfaction. Several organizational factors can influence job satisfaction, such as, nature of work, Salary, Advancement, opportunities, Management, Work groups, Work conditions and the availability of several facilities at work" (Shweta Rajput, et. al., 2016). Job Satisfaction is the crucial component for employee motivation and encouragement towards better performance. Hackman and Oldham (1975) and Locke (1976) emphasized on the emotional reactions towards job. As per Locke (1976) "Job satisfaction refers to the extent to which employees have a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". This "means that use of social digital networking platform can provide pleasurable or positive emotional state to the employees. Social media site use can help enhance employees' job satisfaction in the workplace; because social media site use can serve as a social resource (Lin, Ensel, and Vaughn, 1981). This social resource that provides positive emotional state, in turn, influences job satisfaction through the provision of social support. Hurlbert (1991) found that social support positively affects job satisfaction. Gigi G. S., Dr. P. Umarani, (2013) found that Use of social digital networking platform can actually increase employee engagement and perceived support by encouraging workers to be engaged in social media, which is the secret to improving employee morale, job satisfaction, performance and productivity. This justifies the necessity to study the influence of SDMPs on Job satisfaction through Employee Engagement, Perceived Organizational Support and Turnover Intention amongst IT employees.

Research Question

1. Whether Social Digital Media Platforms Usage at workplace influences Job satisfaction?

Literature Review

Job satisfaction is studied by several researchers and they have interpreted it in various ways. As defined by Vroom (1964), "Job satisfaction is an orientation of emotions that employees possess towards role they are performing at the work place." Job Satisfaction is the crucial component for employee motivation and encouragement towards better performance. Hackman and Oldham (1975) and Locke (1976) emphasized on the emotional reactions towards job. Another definition of job satisfaction refers to employees' affective reactions to their jobs" (Hackman and Oldham, 1975). On the other hand, "Weiss (2002) does not consider job satisfaction as an affective reaction, but he refers to it as an evaluative judgment involving objects. Specifically, Weiss (2002) defines "job satisfaction as a positive/negative evaluative judgment one makes about one's job or job situation". Further, the role of employees at workplace is emphasized as there is an influence of various elements on an employee within the organization. As per Clark (1997), if employees are not satisfied with their jobs and duties, they are least interested in Organizational happenings with no feeling of belongingness, cooperation or sense of achievement of goals leading to low performance. There are several disadvantages of dissatisfied employees like they won't fulfil the employer expectations, high absenteeism and turnover, low performance, low commitment etc. So, organizations must provide flexible working environment to employees, value their opinions and make them a part of the organization." Employee morale should be high as it will be reflected in their performance because with low morale, they will make lesser efforts to improve. Several measures "are used for measurement of job satisfaction like the five-scale Job Descriptive Index (JDI) (Smith, Kendall, and Hulin, 1969), Minnesota Satisfaction Questionnaire (MSQ) (Weiss, 1967), Job Satisfaction Survey (JSS) by Spector (1985) consisting of nine subscales, 21 job satisfaction evaluations (Rehman and Waheed, 2011)." "Other studies ask about specific dimensions of job satisfaction such as satisfaction with pay, promotion, supervision, co-workers, and the work itself (Porter, Steers, Mowday, and Boulian, 1974). Hackman and Oldham's (1975) operationalization of job satisfaction consists of several dimensions including overall satisfaction about the job; one's specific satisfaction about job security, peers and co-workers, pay and other compensations, opportunities for personal growth, and relationship with one's supervisor; and one's self-motivation for doing the job. The importance of studying job satisfaction is attributed to its effect on Organizational commitment and job performance" (Christen, Iyer, and Soberman, 2006; Cohrs, Abele, and Dette, 2006; Rayton, 2006; Zhang and Zheng, 2009). Understanding job satisfaction is important because it has important impact on performance, and it can also be influenced by other human resource practices and policies (Rayton, 2006), "such as the use of social media platforms in the workplace. Several studies have looked at the precedents of job satisfaction while others looked at the consequences of it. Social media platform use can help enhance employees' job satisfaction in the workplace; because social media site use can serve as a social resource (Lin, Ensel, and Vaughn, 1981). This social resource, in turn, influences job satisfaction through the provision of social support. Hurlbert (1991) found that social support positively affects job satisfaction." Strauss (1968) claims, "higher morale would lead to improved productivity". "Literature indicates that high levels of job satisfaction generate higher productivity (Rehman and Waheed, 2011; Zhang and Zheng, 2009). Zhang and Zheng (2009) found that higher job satisfaction improved employees' affective attachment to the organization which ultimately produces better job performance. "Other researchers argue that performance leads to outcomes that are satisfying to individuals. Similarly, Locke (1970) argued that job satisfaction is an outcome of job performance because performance entails or leads to the attainment of the individual's important job values". Furthermore, Deci and Ryan (1985) argued that behaviour would lead to job satisfaction because satisfaction results from 'the attainment of a goal that is expected to yield satisfaction'. On the other hand, another set of studies found that there is no relationship between job satisfaction and job performance (Brown, Cron, and Leigh, 1993; Herzberg, 1987; Srivastva, Salipante, Cummings, Notz, Bigelow, and Waters, 1981; Vroom, 1964). Several organizational factors can lead to high job satisfaction which could lead to better personal and Organizational outcomes (Abele, and Dette, 2006; Rayton, 2006)." Few of such

Bartlett's Test of Sphericity is statistically significant: p-value is less than 0.001 indicating sufficient co-relation between dependent variable to proceed with the analysis."

"H02	Social Digital Media Platforms Usage has no influence on the Job satisfaction
H02 (i)	Use of Social Digital Media Platforms has no influence on Employee Engagement
H02 (ii)	Use of Social Digital Media Platforms has no influence on Perceived Organizational Support
H02 (iii)	Use of Social Digital Media Platforms has no influence on Turnover Intention

Level of Significance $\alpha = 0.05$ "

Table 2.1.: "Descriptive Analysis of Job Satisfaction and Social Digital Media Platforms Usage

	SocialDigMedPlatUsage	Mean	Std. Deviation	N
EmpEng	Low	3.54	.911	127
	High	4.04	.464	333
	Total	3.90	.658	460
PerceivedOrgSupport	Low	3.62	.938	127
	High	4.08	.481	333
	Total	3.95	.671	460
TurnoverIntention	Low	3.06	.755	127
	High	3.44	.690	333
	Total	3.34	.728	460

A 2-group between subjects ONE-WAY MANOVA was conducted on 3 Dependent Variables (Employee Engagement, Perceived Organizational Support and Turnover Intention)."

Table 2.2.: "Bartlett's Test of Sphericitya

Likelihood Ratio	.000
Approx. Chi-Square	711.560
Df	24
Sig.	.000

The Bartlett's Test of Sphericity is statistically significant: p-value is less than 0.001 indicating sufficient co-relation between dependent variable to proceed with the analysis."

Table 2.3.: "Box's Test of Equality of Covariance Matricesa

Box's M	748.111
F	6.164
df1	25
df2	1985.441
Sig.	.000

Box's Test of Equality of Covariance Matrices was statistically significant ($p < 0.01$) Indicating that observed Covariance matrices of the Dependent Variable were unequal across Independent Variable groups. Hence, Pillai's Trace was employed to evaluate all Multivariate effects. The Pillai's Trace was significant at 1% Level of Significance."

Table 2.4.: "Multivariate Testsa

	Value	F	Hypothesis df	Error df	Sig.
Pillai's trace	.196	12.161a	9.000	450.000	.000
Wilks' lambda	.804	12.161a	9.000	450.000	.000
Hotelling's trace	.243	12.161a	9.000	450.000	.000
Roy's largest root	.243	12.161a	9.000	450.000	.000

Pillai's Trace = 0.196, $f(9,450) = 12.161$, $p < 0.01$. Since p-value is less than 0.01, the null hypothesis is rejected. Hence, it can be concluded that Job satisfaction depends upon usage of Social Media Sites. Since Pillai's Trace was significant, Univariate ANOVA was conducted on each dependent variable separately to determine the locus of statistically significant Multivariate effect.

Cochran's Q-Test is applied to study the pattern of Social Digital Media Platforms Usage. One-way MANOVA is used to examine the influence of usage of Social Digital Media Platforms on Job satisfaction."

Results And Discussion

The findings indicate that 57.6% are male, 42.4% are female, and the demographic profile of the respondents. The majority of study participants are between 31 and 40 years of age. 23.7 percent of 460 respondents are lower-level, 66.7 percent are middle-level and 9.6 percent are higher-level IT employees, with the majority of study respondents being middle-level IT employees. The report also indicates that 23.5 percent have overall work experience of 0 to 3 years, 36.1 percent have 3.1 to 6 years, 18.7 percent have 6.1 to 9 years, 14.6 percent have 9.1 to 12 years, 7.2 percent have overall work experience of 12.1 years, and above."

Most, "i.e. 69.8% of respondents have been using Social Digital Media Platforms for 4 to 9 years and have 1 to 10 accounts on various Social Digital Media Platforms that they access for 1 to 3 hours a day who prefer Facebook, Whatsapp, LinkedIn, Skype and Instagram as the top 5 Social Digital Media Platforms for creating Personal profile. In addition, 32.8% of respondents spend less than 1 hour each day using social digital media platforms, and 53.7% spend 1 to 3 hours each day."

Hypothesis 1. "Purpose for using Social Digital Media Platforms at workplace do not differ in frequency

To measure the pattern of Social Digital Media Platforms Usage at workplace, Cochran's Q-test is applied to test the difference between the purposes and frequencies of usage."

Table 1: "Frequency Distribution Table:

	Value	
	0	1
Read or find information	30	430
Work-related matters	122	338
Develop and Improve Relationships	66	394
Professional & Business Contacts	83	377
Keep-in-touch with family or friends	32	428
Make New Friends	168	292
Get Opinions/Suggestions	117	343
Watch & Share Videos/Posts/Audios	38	422
Share Experience/Views/Thoughts	98	362
Maintain Profile	125	335
Online Purchases	143	317
Play Games	426	34
Others	455	5
Test Statistics		
N	460	
Cochran's Q	2270.482a	
df	12	
Asymp. Sig.	.000	

a. 1 is treated as a success.

The results show that the Cochran's Q-test is significant ($p < 0.05$) which means Null Hypothesis is rejected. Hence, the purpose for usage of Social Digital Media Platforms significantly differs in frequencies."

Hypothesis 2. "Social Digital Media Platforms Usage has no influence on the Job satisfaction

To measure the influence of Social Digital Media Platforms Usage on Job satisfaction,

A 2-group between subjects ONE-WAY MANOVA was conducted on 3 Dependent Variables viz., Employee Engagement, Perceived Organizational Support, Turnover Intention. The results show the

Since impact of Social Digital Media Platforms Usage is examined on each Dependent Variable separately we use Bonferroni Corrected Alpha Level to avoid alpha inflation, we therefore divide alpha by number of Dependent Variables.

Table 2.5.:“Labelled Tests of Between-Subjects Effects

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
SocialDigMedPlatUsage	EmpEng	18.662	1	18.662	28.939	.000
	PerceivedOrgSupport	9.172	1	9.172	26.758	.000
	TurnoverIntention	7.535	1	7.535	16.964	.000
Error	EmpEng	76.098	458	.384		
	PerceivedOrgSupport	87.789	458	.410		
	TurnoverIntention	39.907	458	.502		
	EmpEng	19.760	459			
	PerceivedOrgSupport	20.961	459			
	TurnoverIntention	24.442	459			

It can be seen that Social Digital Media Platforms Usage has increased Employee Engagement amongst employees [F(1,458) = 28.939, p = 0.000]. Since the F-test is significant, p < 0.01, Low Mean = 3.54, High Mean = 4.04. Hence, it can be concluded that Employee Engagement is high in employees whose Social Digital Media Platforms Usage is high compared to those whose Social Digital Media Platforms Usage is low.

It can be seen that Social Digital Media Platforms Usage has increased Perceived Organizational Support amongst employees [F(1,458) = 26.758, p = 0.000]. Since the F-test is significant, p < 0.01, Low Mean = 3.62, High Mean = 4.08. Hence, it can be concluded that Perceived Organizational Support is high in employees whose Social Digital Media Platforms Usage is high compared to those whose Social Digital Media Platforms Usage is low.

It can be seen that Social Digital Media Platforms Usage has decreased Turnover Intention amongst employees [F(1,458) = 16.964, p = 0.000]. Since the F-test is significant, p < 0.01, Low Mean = 3.06, High Mean = 3.44. Hence, it can be concluded that Turnover Intention is low in employees whose Social Digital Media Platforms Usage is high compared to those whose Social Digital Media Platforms Usage is low.”

Conclusions

From“the study, it can be understood that majority of the respondents being Middle level IT employees are between the Age group 31 to 50 years having total work experience of 3.1 years to 12 years at IT companies and using Social Digital Media Platforms for 4 to 9 years, consider it highly valued to use Social Digital Media Platforms in daily life as well as at workplace. As per the frequency of visits, Whatsapp, Facebook, Youtube, Instagram and LinkedIn are the Top 5 ranked Social Media Sites.”

Social“Digital Media Platforms Usage and Job Satisfaction:

1. Social“Digital Media Platforms Usage and Employee Engagement

Social Digital Media Platforms Usage at workplace increases Employee Engagement as IT employees get motivated through online activities, games and competitions on social media. In addition, Social Digital Media Platforms Usage improves their job skills as it’s easier to share information amongst each other. As employees are appreciated and recognized at work by means of Social Media Sites, they feel a great sense of fulfilment to work with their organization that they would recommend their organization to a friend.

2. Social“Digital Media Platforms Usage and Perceived Organizational Support

Social Digital Media Platforms Usage at workplace increases Perceived Organizational Support as the IT employees get good facilities in their organization, their ideas, views or suggestions are acknowledged as well as their contributions are valued.

3. Social“Digital Media Platforms Usage and Turnover Intention

Social Digital Media Platforms Usage at workplace decreases the Turnover Intention as majority of IT employees have willingly planned their career with their current organization and would work with current employer until retirement besides will regret accepting job from another employer.”

Research Implications

The“usage of Social Digital Media Platforms at the workplace allows workers to reinvigorate and helps them focus on their jobs. Employee Engagement, Perceived Organizational Support and Turnover Intention have been greatly affected by the usage of Social Digital Networking Platforms, contributing to changes in job satisfaction levels. Job satisfaction relies on a number of inputs and results related to work, which offers a scope for more study in various other dimensions of different industrial sectors that considers similar factors and expand it to different results related to work. For systematic designing and implementation of Social Digital Media Platforms related policies within the organization, this study may be of great interest to management and HR managers.”

Theoretical & Managerial Implications

Use of“Social Digital Media Platforms at workplace creates an open, liberal and flexible working atmosphere that establishes and strengthens inter-personal relationships between IT workers, enhancing communication in the workplace. Using Social Digital Networking Platforms increases the employee engagement through various activities as well as sharing of information and expertise between employees to promote their creativity and innovation at work. Employees feel well-engaged, trusted, encouraged and highly motivated to succeed at work, which increases their job satisfaction, leading to improved performance. The overall work experience is enhanced by the liberal use of Social Digital Networking Platforms, increasing their tendency towards long-term working relationships and loyalty to the business. The study concludes that the usage of social digital media Platforms positively affects job satisfaction as high use of social digital media Platforms contributes to higher employee engagement, positive perceived organizational support and reduced turnover intention compared to those whose Social Digital Media Platforms Usage is low.”In“addition with the standardised Social Digital Media Platforms, the decision-makers and the management of the company should allow employees to use standardised Social Digital Media Platforms in order to be optimally used for the good of the organisation and employees. Management must implement structured Social Digital Media Platforms policies in the organisations. Organizations can boost operational activities and employee communications by providing their own intra-office and inter-branch Social Digital Media channels that can enrich knowledge banks and establish alliances due to the ease of Internet connections and SM access in the workplace. Management may use Channels for Social Digital Media Platforms as a training tool that provides workers with versatility in time and place. It is also possible to introduce a provision for break for using Social Digital Media Platforms that can refresh workers, increase their efficiency and productivity, leading to enhanced job satisfaction.”

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