

**EFFECT OF THE USE OF TECHNOLOGY OF INFORMATION & COMMUNICATION AND  
SOCIAL DIGITAL MEDIA SITES ON JOB PERFORMANCE**

**Dr. Pranita Burbure** Assistant Professor, S. B. Patil Institute of Management, Pune  
Email: pranita.burbure@gmail.com

**Abstract**

The influence on job performance of Information & Communication Technologies (ICT) and Social Digital Media Sites Use (SDMS) in the workplace is investigated by empirically examining the direct and mediating effects of Communication, Interpersonal Relations, Absenteeism, Job Involvement, Organizational Commitment, and Innovative Behaviour. 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 usage of Information & Communication Technologies and Social Digital Media Sites Usage in the workplace by IT employees. The result of One-way MANOVA used to test impact of ICT and SDMS on Job Performance shows that Job Performance is influenced by the usage of ICT and SDMS at workplace. This study advocates that organisational decision-makers and management should frame policies that allow standardised use in the workplace of ICT and SDMS.

**Keywords:** Information & Communication Technologies, Social Digital Media Sites, Job Involvement, Organizational Commitment, Job Performance.

**Introduction**

Information & Communication Technologies and Social Digital Networking Platforms, and their use in the workplace, have been a provocative issue, like "several emerging technologies." Some claim that the use in the workplace of Information & Communication Technology and Social Digital Media Platforms contributes to improved job performance and efficiency of workers through effects on intermediate variables, such as higher moral standards (AT&T, 2008; Bennett, Owers, Pitt, & Tucker, 2010). Others claim that the main problem in the workplace about the use of information & communication technology and social digital networking platforms is the loss of labour efficiency due to time spent at work (Accountemps, 2010; Nucleus, 2009; O'Murchu, Breslin, & Decker, 2004; Shepherd, 2011; Wavecrest, 2006). A Nucleus Research (2009) study recorded that the use of Facebook at work results in a productivity decrease of 1.5 percent that could hinder job efficiency. Furthermore, a European study commissioned by AT&T found that 65 percent of workers claimed that they were more effective by using information & communication technology and social digital media platforms in the workplace (AT&T, 2008) resulting in improved Job Performance. Some research shows that the use of information and communication technology and social digital networking platforms makes workers happy and thus more productive (AT&T, 2008; Bennett et al., 2010; Leidner et al., 2010; Li & Bernoff, 2008; Patel & Jasani, 2010) resulting in better Job Performance. Significant research indicates that IT workers are no exception to the use of Information & Communication Technology and Social Digital Media Platforms at work and strongly appreciate their use in their everyday lives, including their professional life (Shami, Nichols, and Chen, 2014). It should not be forgotten that the use of Information & Communication Technology and Social Digital Networking Platforms has become part of organisations. As for research that argues that the use of Information & Communication Technologies and Social Digital Media Sites in the workplace adds value to organisations, the positive effects of the use of Information & Communication Technologies and Social Digital Media Sites in the workplace on job performance and other work-related factors have

not been empirically measured. The alignment between information & communication technology and social digital networking platforms and job performance is, however, a major problem for most organisations. Therefore, this research aims to empirically test the effect of the use of information & communication technology and social digital networking platforms on Job Performance through Communication, Interpersonal Relations, Absenteeism, Job Involvement, Organizational, Commitment, and Innovative Behaviour amongst IT employees.

### Research Questions

1. What are the patterns of Information & Communication Technologies and Social Digital Media Sites Usage by IT Employees?
2. How Information & Communication Technologies and Social Digital Media Sites Usage influence Job Performance?

### Literature Review

The social and economic consequences of social networking sites in Europe were discussed and described by Romina Cachia (2008). The study concluded important social and economic impacts of social networking sites in Europe and their implications for policy. A. Ferreira's T. In particular, du Plessis (2009) studied the effect of online social networking on employee efficiency and the effects of unlimited access to workers from social networking sites and found both positive and negative impacts. James Bennett, Mark Owers, Michael Pitt, Matthew Tucker, (2010), Emily Oxenford, (2011) Fakhar Shahzad, Rana Adeel Luqman, Ayesha Rashid Khan, Lalarukh Shabbir (2012) explored the effect of social networking on the workplace and investigated the relation between social networking and job performance.

Gigi G. S., Dr. P. Umarani, (2013 ) found that it can actually increase employee engagement by encouraging workers to be engaged in social media, which is the secret to improving employee morale, job satisfaction, Job Performance and productivity. Robert E. Ployhart (2014 ) explored how information & communication technology and social digital networking platforms are revolutionising the way people interact and exchange information, impacting the company as a whole. Most recent studies have shown that the usage of information & communication technology and social digital media platforms in the workplace has a positive and negative effect on Job Performance. However, this study considered IT employees to assess the effect of the use of information & communication technology and social digital networking platforms in the workplace through selected variables on job performance.

### Research Methodology

To carry out this work, Descriptive Research Design has been adopted. Out of 230 IT companies listed on STPI, Pune, 460 sample IT employees from 37 Public Limited IT companies were selected. The sample size is calculated by the Mean Method. The research variables are measured using a five-point measurement scale; the Mean Method is therefore adopted. Following is the Formula used to determine

$$\text{the sample size: } N = \frac{z^2 * s^2}{e^2}$$

Where, 'z' is the standard score associated with confidence level (95% in the current case). Hence standard scores equals to 1.96 (borrowed from normal table)

'S' is the variability in the data set, computed as a ratio of range / 6. Range is equal to 5-1 = 4 (the difference between minimum and maximum value in the 5 point scale). 6 refer to  $\pm 3$  standard deviation values on the X axis of the standard normal curve, which takes in all the data set in study.

$$\text{Hence } S = 4/6 = 0.66$$

E is the tolerable error = 6% (in the current study).

$$\text{Sample size } n = \frac{1.96^2 * 0.66^2}{0.06^2} = 464$$

Hence, the final size of sample is freezed at 460 IT employees.

Cochran's Q-Test is applied to study the pattern of Information & Communication Technologies and Social Digital Media Sites Usage. One-way MANOVA is used to examine the influence of usage of Information & Communication Technologies and Social Digital Media Sites on Job Performance.

### Result 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 Information & Communication Technologies and Social Digital Media Sites for 4 to 9 years and have 1 to 10 accounts on various Information and Communication Technologies and Social Digital Media Sites that they access for 1 to 3 hours a day who prefer Facebook, Whatsapp, LinkedIn, Skype and Instagram as the top 5 Information and Communication Technologies and Social Digital Media Sites for creating Personal profile. In addition, 32.8% of respondents spend less than 1 hour each day using information and communication technology and social digital media platforms, and 53.7% spend 1 to 3 hours each day.

*Hypothesis 1. Purpose for using Information & Communication Technologies and Social Digital Media Sites do not differ in frequency*

To measure the pattern of Information & Communication Technologies and Social Digital Media Sites 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/Pictures/Audios	38	422
Share Experience/Views/Thoughts	98	362
Maintain Profile	125	335
Online Purchases	143	317
Play Games	426	34
Others	455	5
<b>Test Statistics</b>		
N	460	
Cochran's Q	2270.482 <sup>a</sup>	

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 Information & Communication Technologies and Social Digital Media Sites significantly differs in frequencies.

**Hypothesis 2.** *Information & Communication Technologies and Social Digital Media Sites Usage has no influence on the Job Performance.*

To measure the influence of Information & Communication Technologies and Social Digital Media Sites Usage on Job Performance, A 2-group between subjects ONE-WAY MANOVA was conducted on 6 Dependent Variables (Workplace Communication, Interpersonal Relations, Absenteeism, Job Involvement, Organizational Commitment, Innovative Behavior). The results show 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: Box's Test of Equality of Covariance Matrices<sup>a</sup>**

Box's M	4457.779
F	7.240
df1	528
df2	78866.365
Sig.	.000

Tests the null hypothesis that the observed covariance matrices of the dependent variables are equal across groups.

a. Design: Intercept + VAR00038

It indicates that observed Covariance matrices of the Dependent Variable were unequal across Independent Variable groups.

**Table 3: Multivariate Tests<sup>a</sup>**

Effect		Value	F	Hypothesis df	Error df	Sig.
Intercept	Pillai's Trace	.975	519.631 <sup>b</sup>	32.000	424.000	.000
	Wilks' Lambda	.025	519.631 <sup>b</sup>	32.000	424.000	.000
	Hotelling's Trace	39.217	519.631 <sup>b</sup>	32.000	424.000	.000
	Roy's Largest Root	39.217	519.631 <sup>b</sup>	32.000	424.000	.000
VAR00038	Pillai's Trace	.682	3.917	96.000	1278.000	.000
	Wilks' Lambda	.461	3.911	96.000	1270.143	.000
	Hotelling's Trace	.886	3.902	96.000	1268.000	.000
	Roy's Largest Root	.337	4.488 <sup>c</sup>	32.000	426.000	.000

a. Design: Intercept + VAR00038

b. Exact statistic

c. The statistic is an upper bound on F that yields a lower bound on the significance level.

Hence, Pillai's Trace was employed to evaluate all Multivariate effects. The Pillai's Trace was significant at 5% Level of Significance. Since p-value is less than 0.05, the null hypothesis is rejected. Hence, it can be concluded that Job Performance is influenced by Information & Communication Technologies and Social Digital Media Sites Usage.

**Table 4: From the table labelled Tests of Between-Subjects Effects**

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
ICT and Social Digital Media Sites Usage	communication	10.596	1	10.596	23.504	.000
	InterpersonalRelations	38.634	1	38.634	64.567	.000
	Absenteeism	21.842	1	21.842	57.270	.000
	JobInvolvement	29.251	1	29.251	71.526	.000
	OrgCommitt	24.151	1	24.151	55.653	.000
	InnBehaviour	11.238	1	11.238	31.665	.000
Error	communication	206.462	458	.451		
	InterpersonalRelations	274.047	458	.598		
	Absenteeism	174.674	458	.381		
	JobInvolvement	187.300	458	.409		
	OrgCommitt	198.752	458	.434		
	InnBehaviour	162.550	458	.355		
	InterpersonalRelations	312.681	459			
	Absenteeism	196.516	459			
	JobInvolvement	216.550	459			
	OrgCommitt	222.903	459			
InnBehaviour	173.788	459				

Workplace communication [F(1,458) = 23.504, p = 0.000] has been improved by the usage of ICT and social digital network sites. Since the F-test is significant, p < 0.05, Low Mean = 3.63, High Mean = 3.97. It can therefore be inferred that Workplace Communication is better in workers with high use of ICT and Social Digital Media Sites compared to those with low use of ICT and Social Digital Media Sites.

The use of ICT and Social Digital Networking Platforms can be shown to have improved employee interpersonal relations [F(1,458) = 64.567, p = 0.000]. Since the F-test is significant, p < 0.05, Low Mean = 3.18, High Mean = 3.82. It can also be inferred that interpersonal relationships are better in workers whose use of ICT and social digital media sites is high relative to those who are poor in ICT and social digital media sites.

It can be understood that ICT and Social Digital Media Sites Usage has reduced Absenteeism amongst employees [F(1,458) = 57.270, p = 0.000]. Since the F-test is significant, p < 0.05, Low Mean = 2.96, High Mean = 3.45. Hence, it can be concluded that Absenteeism is reduced in employees who's ICT and Social Digital Media Sites Usage is high compared to those who's ICT and Social Digital Media Sites Usage is low.

It is observed that the usage of ICT and social digital media sites has improved employee job involvement [F(1,458) = 71.526, p = 0.000]. Since the F-test is significant, p < 0.05, Low Mean = 3.41, High Mean = 3.97. Job involvement is also high in employees whose use of ICT and social digital media sites is high relative to those whose use of ICT and social digital media sites is poor, it can be concluded.

It is realized that ICT and Social Digital Media Sites Usage has increased Organizational Commitment amongst employees [F(1,458) = 55.653, p = 0.000]. Since the F-test is significant, p < 0.05, Low Mean = 3.55, High Mean = 4.06. Hence, it can be concluded that Organizational Commitment is high in employees who's ICT and Social Digital Media Sites Usage is high compared to those who's ICT and Social Digital Media Sites Usage is low.

It is observed that ICT and Social Digital Media Sites Usage has increased Innovative Behaviour amongst employees [ $F(1,458) = 31.665, p = 0.000$ ]. Since the F-test is significant,  $p < 0.05$ , Low Mean = 3.80, High Mean = 4.15. It can also be inferred that innovative behaviour is strong in workers with high usage of ICT and social digital media sites relative to those with low use of ICT and social digital media sites.

Hence, it can be inferred that use of Information & Communication Technologies and Social Digital Media Sites at workplace influences Communication, Interpersonal Relations, Absenteeism, Job Involvement, Organizational Commitment, and Innovative Behaviour.

### Research Implications

The usage of Information & Communication Technology and Social Digital Media Platforms at the workplace allows workers to reinvigorate and helps them focus on their jobs. Communication, Interpersonal Relations, Job Involvement, Organizational Commitment, Innovative Behaviour and Absenteeism have been greatly affected by the usage of Information & Communication Technology and Social Digital Networking Platforms, contributing to changes in job performance. Job performance relies on a number of inputs and results related to work, which offers a scope for more study in various other sectors that considers similar and expands it to different results related to work. For the advancement of Information & Communication Technology and Social Digital Media Platforms related policies and HR activities, this study may be of great interest to management and HR managers.

### Theoretical & Managerial Implications

Workplace use of Information & Communication Technology and Social Digital Media Platforms creates an open working atmosphere that establishes and strengthens inter-personal relationships between IT workers, enhancing communication in the workplace. Using Information & Communication Technology and Social Digital Networking Platforms increases the 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 job performance. The overall work experience is enhanced by the liberal use of Information & Communication Technology and Social Digital Networking Platforms, increasing their tendency towards long-term working relationships and loyalty to the business. The study concludes that the usage of information & communication technologies and social digital media sites positively affects job performance as high use of information & communication technologies and social digital media sites contributes to better communication in the workplace, healthier inter-personal relationships, higher employee engagement, improved creativity, higher rate of information and knowledge transfer, more innovativeness, and better job involvement compared to those whose Information & Communication Technologies and Social Digital Media Sites Usage is low.

In conjunction with the standardised Information & Communication Technologies and Social Digital Media Sites, the decision-makers and the management of the company should allow employees to use standardised Information & Communication Technologies and Social Digital Media Sites in order to be optimally used for the good of the organisation and employees. To help control workplace communication, increase employee performance and organisational performance through its optimal usage, management must implement structured Information & Communication Technology and Social Digital Media Platforms policies in the organisation. Organizations can boost operational activities and employee communications by providing their own intra-office and inter-branch Information & Communication Technologies and 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 Information & Communication Technology and Channels for Social Digital Media Sites as a

training tool that provides workers with versatility in time and place. It is also possible to introduce a provision for breaks in Information & Communication Technology and Social Digital Media Platforms that can refresh workers, increase their efficiency and productivity, leading to enhanced job performance.

### **Conclusions**

From the research, it can be understood that most of the respondents are middle-level IT workers between the age range of 31 to 50 years with a total work experience of 3.1 years to 12 years in IT companies and 4 to 9 years using social media sites, finding it highly valued to use social media sites in everyday life as well as at work. Whatsapp, Facebook, Youtube, Instagram and LinkedIn are the Top 5 ranked social networking sites as per the frequency of visits.

#### **1. Information & Communication Technologies and Social Digital Media Sites Usage pattern of respondents:**

Respondents mostly have 1 to 5 accounts with more than 250 contacts / friends on various social media sites, which they access every day for 1 to 3 hours via mobile phones to collect information, stay in touch with family and friends, and watch and post photos, videos, audios, etc. It is inferred from the findings that IT employees are unable to access social media because browsing social media pages is part of their regular operation that keeps them updated on official and unofficial activities as they are part of the social media community / group of the office and other organisations. While 'Home' is the most common place for IT employees to access social media sites compared to other locations, they mainly surf social media at the workplace for required purposes whenever they get time between works. It should be noted that the use of social networking platforms in the workplace not only helps them feel rejuvenated by reducing the level of stress, but also contributes to improvements in their thoughts, views and approaches.

#### **2. Information & Communication Technologies and Social Digital Media Sites Usage and Job Performance:**

##### ***2.1 Information & Communication Technologies and Social Digital Media Sites Usage and Workplace Communication***

In contrast to home or other locations, social media is often accessed at the office. The use of social networking sites increases productive communication as IT workers often participate in social media communication at a quicker speed with a group of colleagues at once than face-to-face communication in and out of the workplace. Not only do they exchange work-related ideas, details, opinions and suggestions with more detail, but there are also records of routine contact. The use of Social Media Platforms has decreased the communication gap within the hierarchy.

##### ***2.2 Information & Communication Technologies and Social Digital Media Sites Usage and Interpersonal Relations***

Workplace use of social networking sites strengthens interpersonal relationships as IT workers are incessantly linked to each other through social media and frequently socialise on this virtual platform; they have stronger working relationships. They are able to connect more and articulate more easily using Social Networking Platforms, which strengthens personal bonding and creates mutual trust among them at work.

##### ***2.3 Information & Communication Technologies and Social Digital Media Sites Usage and Absenteeism at Workplace***

Workplace use of social networking platforms decreases absenteeism as flexibility and open workplace atmosphere motivates them to stay present at work and yet be linked to family, friends and the outside world, contributing to higher job performance compared to those who remain absent at work.

#### **2.4 Information & Communication Technologies and Social Digital Media Sites Usage and Job Involvement**

The use of social networking platforms at the workplace increases job Involvement as IT workers appear to be involved in their careers. They stay in contact with their bosses and colleagues via this virtual platform and can continue to work even when they are out of office or on leave by sending work-related details when necessary. Using Social Networking Platforms helps to identify the success of workers both formally and informally, making it more personalised.

#### **2.5 Information & Communication Technologies and Social Digital Media Sites Usage and Organizational Commitment**

Workplace usage of ICT and social networking sites improves organisational commitment as the use of social media sites leads to active involvement of IT workers in updating the current method, technology, product or service. The use of social media platforms helps to provide new ideas and strategies at work. This contributes to the improvisation of their work processes.

#### **2.6 Information & Communication Technologies and Social Digital Media Sites Usage and Innovative Behaviour**

Innovative behaviour improves the usage of social networking platforms in the workplace as it contributes to the generation of new ideas and workplace strategies that constantly improvise work processes. Workplace use of Social Media Platforms makes it easier for IT workers to engage in updating the current process, technology, product or service.

### **3. Information & Communication Technologies & Social Digital Media Sites Usage and Job Performance**

From the research work it is established that ICT and Social Digital Media Sites Usage positively influences Organizational variables such as Communication, Interpersonal Relations, Absenteeism, Job Involvement, Organizational Commitment, Innovative Behaviour. Communication, Interpersonal Relations, Job Involvement, Organizational Commitment, Innovative Behaviour are high among employees whose use of ICT and social digital media sites is high compared to those whose use of ICT and social digital media sites is low; whereas absenteeism is low in employees whose use of ICT and social digital media sites is high compared to those whose use of social media sites is low. Workplace use of ICT and Social Digital Media Sites enhances job performance as targets are easily accomplished by open use of ICT and Social Digital Media Sites. Moreover, the individual job output of employees is high. Similarly, in their organisation, the proportion of absenteeism is smaller and workers are happy.

In addition, it is concluded that high use of ICT and social networking sites contributes to a better liking for the work environment, creates greater opportunities for long-term working relationships with the company, a high level of motivation with a high sense of confidence and encouragement from the organisation, enhanced individual performance, greater satisfaction and increased achievement of job goals compared to those who's ICT and Social Digital Media Sites Usage is low.

From the findings of ONE-WAY MANOVA, it is concluded that use of Information & Communication Technologies and Social Digital Media Sites at workplace influences Communication, Interpersonal Relations, Absenteeism, Job Involvement, Organizational Commitment, and Innovative Behaviour, thereby influences the Job Performance.

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