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A STATISTICAL APPROACH TO MEASURE THE IMPACT OF SOCIAL MEDIA ON ORGANIZATIONAL CULTURE WITH REFERENCE TO INFORMATION TECHNOLOGY INDUSTRY

Burbure Pranita

ABSTRACT:

The study focuses on statistically measuring the impact of social media on organizational culture with reference to information technology industry examining the effects of Employee Engagement, Perceived Organizational support and Turnover Intention. Sample-size is 460 IT-Employees from Public Limited IT-companies in Pune. The result shows that Job satisfaction is influenced by the usage of Social Digital Media Platforms at workplace. This study will be useful to management to frame proper policies related to Social Digital Media Platforms.

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

INTRODUCTION:

Like several emerging technologies, Social Media Sites, and their use in the workplace, have been a provocative issue. Some argue that the use of Social Media Sites in the workplace leads to better employee productivity through effects on intermediate variables, such as higher morale (AT&T, 2008; Bennett, Owers, Pitt, & Tucker, 2010). Others argue that the biggest concern about the use of Social Media Sites in the workplace is the loss of labor productivity due to time wasted at work (Accountemps, 2010; Nucleus, 2009; O'Murchu, Breslin, & Decker, 2004; Shepherd, 2011; Wavecrest, 2006). A study by Nucleus Research (2009) reported that the use of Facebook at work results in a 1.5 percent decrease in productivity. Leidner et. al. (2010), however, found that the ability of employees to access Facebook at work was a great incentive for retention; particularly of new hires, as they can be socially connected with family, friends and other coworkers in the workplace. In addition, a European study commissioned by AT&T found that 65 percent of employees believed that using Social Media Sites in the workplace helped them be more productive (AT&T, 2008). The majority of research studies on Social Media Sites rely mainly on college student data (Dwyer, Hiltz, & Passerini, 2007; Ellison, Steinfield, & Lampe, 2007; Hargittai, 2008; Mainier

& O'Brien, 2010) which might not be relevant to the business world. Several studies have been conducted about Social Media Sites. In particular, North (2010) examined the use of Social Media Sites in the workplace by prospective and current employees. He found that although some participants find social networking site use to have negative aspects, they believe that its use at work is worthwhile it because socializing online while at work makes them happier and, therefore, more productive. Some studies claim that the use of Social Media Sites makes employees happier and, therefore, more productive (Bennett et al., 2010; Leidner et. al., 2010; Li & Bernoff, 2008; Patel & Jasani, 2010) while other studies consider social networking site use a reason for reduced productivity since it can waste time and be addictive (Accountemps, 2010; Nucleus, 2009; O'Murchu et. al., 2004; Rooksby et. al., 2009; Shepherd, 2011; Wavecrest, 2006). This study, in turn, attempted to collect data from employees to test the hypotheses of whether the use of Social Media Sites has an impact on organizational culture by studying workplace behaviour through mediating variables like communication, interpersonal relations, absenteeism; job performance through job involvement,

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organizational commitment, innovative behavior and, ultimately job satisfaction, through employee engagement, turnover intention, and perceived organizational support.

NEED AND SIGNIFICANCE OF THE STUDY:

The Information Technology industry in India has been one of the most significant growth contributors for the Indian economy. Majority of the intellectual talent is moving towards the software industry for career. Social media use is growing at a very faster pace and IT employees being tech-savvy are the foremost ones to adopt it. Now-a-days social media plays a pivotal role in the workplace which affects workplace behavior of employees, their communication, interpersonal relations, job satisfaction, and job performance thereby influencing organizational performance in several ways. Hence, there is a need to study the impact of social media on organizational culture in IT industry. Having the cognizance of all the above mentioned factors, the researcher has made an honest endeavour to study the extent of the Impact of Social Media on organizational Culture in IT Companies. Studying the effect of social media on organizational culture is important as Management officials, Policy makers and Human Resource Management Department professionals will benefit from understanding the associations drawn out by this study. Understanding relationships between social networking site use in the workplace and communication, employee behavior, job satisfaction, job performance and organizational performance can help reveal the underlying rationale for organizations to either allow or disallow the use of Social Media Sites in the organizations.

STATEMENT OF THE PROBLEM:

Within a decade, social media has widely spread its wings across continents. Studies reveal that right from children to adults, Social media has encroached the lives of human beings. Research says that IT employees are no exception to this and they highly value the usage of social media in their daily lives including their work-life (Shami, Nichols, and Chen, 2014). It can't be unseen that the use of

social media has become the part of the organization's culture. According to several studies, social media sites usage at the workplace impacts employee behavior, engagement, job satisfaction, job performance as well as overall organizational performance. However, for most organizations the alignment between social media and organizational culture is a massive challenge. The integration of social media in organizations demands preliminary change-oriented cultures, which however, often have inflexible structures that prevent changes. Nevertheless, several studies have reported that data from social media platforms could be used to understand employee and organizational behavior. However, there is uncertainty over the outcome of use of social media in the organizations and whether social media can support in achieving organizational objectives and goals effectively. Many companies have either not used social media applications or have failed to optimize their use within their organizations. Due to the intensification in social media usage, it is pragmatic for organizations to channelize the use of social media in the right direction. In this study, there is an investigation on the impact of social media sites usage on the organizational culture through Workplace Communication, Interpersonal relationships, Absenteeism, Job Involvement, Organizational Commitment, Innovative Behavior, Employee Engagement, Turnover Intention and Perceived Organizational Support and whether these variables influence the organizational performance within organizations.

OBJECTIVES OF THE STUDY:

1. To study the Pattern of Social Media Sites Usage by (Information Technology) IT Employees.
2. To study the influence of Social Media Sites Usage on:
 - i. Workplace Behaviour
 - ii. Job Performance
 - iii. Job Satisfaction
3. To analyze the impact of Social Media Sites Usage on Organizational Culture.
4. To examine the impact of Social Media Sites Usage on Organizational Performance.

HYPOTHESES OF THE STUDY:

Sr. No.	Hypotheses
H01	<i>Purpose for using Social Media Sites do not differ in frequency</i>
H02	<i>Quality of Work-life is independent of Social Media Site Usage</i>
H02 (i)	<i>Use of Social Media Sites do not facilitate effective communication amongst employees in an organization</i>
H02 (ii)	<i>Use of Social Media Sites does not facilitate information and knowledge transfer amongst employees</i>
H02 (iii)	<i>Use of Social Media Sites does not strengthen inter-personal relations between employees</i>
H02 (iv)	<i>Use of Social Media Sites has no influence on employee work satisfaction</i>
H02 (v)	<i>Use of Social Media Sites has no influence on employee engagement</i>
H02 (vi)	<i>Use of Social Media Sites has no influence on Perceived Organizational Support</i>
H02 (vii)	<i>Use of Social Media Sites has no influence on organizational belongingness</i>
H02 (viii)	<i>Use of Social Media Sites has no influence on Innovative behavior</i>
H02 (ix)	<i>Use of Social Media Sites has no influence on Turnover intention</i>
H02 (x)	<i>Use of Social Media Sites has no influence on employee motivation</i>
H02 x(i)	<i>Use of Social Media Sites has no influence on job performance</i>
H02 (xii)	<i>Use of Social Media Sites has no influence on Quality of overall working experience</i>
H03	<i>Organizational culture is independent of Social Media Sites Usage</i>
H03 (i)	<i>Use of Social Media Sites does not strengthen workplace communication</i>
H03 (ii)	<i>Use of Social Media Sites does not strengthen Interpersonal relations between employees</i>
H03 (iii)	<i>Use of Social Media Sites has no influence on Absenteeism amongst employees</i>
H03 (iv)	<i>Use of Social Media Sites has no influence on Job Involvement</i>
H03 (v)	<i>Use of Social Media Sites has no influence on organizational commitment</i>
H03 (vi)	<i>Use of Social Media Sites has no influence on Innovative behaviour</i>
H03 (vii)	<i>Use of Social Media Sites has no influence on employee engagement</i>
H03 (viii)	<i>Use of Social Media Sites has no influence on Perceived Organizational Support</i>
H03 (ix)	<i>Use of Social Media Sites has no influence on Turnover Intention</i>
H04	<i>Organizational Performance is independent of Social Media Sites Usage</i>
H04 (i)	<i>Use of Social Media Sites has no influence on Individual performance</i>
H04 (ii)	<i>Use of Social Media Sites has no influence on Team performance</i>
H04 (iii)	<i>Use of Social Media Sites has no influence on Employee satisfaction</i>
H04 (iv)	<i>Use of Social Media Sites has no influence on Absenteeism</i>
H04 (v)	<i>Use of Social Media Sites has no influence on achievement of Organizational goals</i>
H05	<i>Organizational Performance is independent of Social Media Behaviour</i>
H05 (i)	<i>Social Media Behaviour has no influence on Individual performance</i>
H05 (ii)	<i>Social Media Behaviour has no influence on Team performance</i>
H05 (iii)	<i>Social Media Behaviour has no influence on Employee satisfaction</i>
H05 (iv)	<i>Social Media Behaviour has no influence on Absenteeism</i>
H05 (v)	<i>Social Media Behaviour has no influence on achievement of Organizational goals</i>
H06	<i>Social Media Sites Usage does not influence the relationship between Organizational Culture and Organizational Performance</i>
H06 (i)	<i>Social Media Sites Usage is not a positive predictor Workplace Behaviour</i>
H06 (ii)	<i>Social Media Sites Usage is not a positive predictor Job Performance</i>
H06 (iii)	<i>Social Media Sites Usage is not a positive predictor Job Satisfaction</i>
H06 (iv)	<i>Social Media Behaviour is not a positive predictor of Workplace Behaviour</i>

H06 (v)	<i>Social Media Behaviour is not a positive predictor Job Performance</i>
H06 (vi)	<i>Social Media Behaviour is not a positive predictor Job Satisfaction</i>
H06 (vii)	<i>Workplace Behaviour is not a positive predictor of Organizational Performance</i>
H06 (viii)	<i>Job Performance is not a positive predictor of Organizational Performance</i>
H06 (ix)	<i>Job Satisfaction is not a positive predictor of Organizational Performance</i>

RESEARCH METHODOLOGY:

This section of the study describes the research design, study area, sampling procedure, nature and sources of collection of data as well as the tools and techniques used for analysis and quantification of the data to attain the research objectives.

1. Research Design

Descriptive Research Design has been adopted to conduct this research study. This scientific method is used to observe and describe the behavior of the subject 'IT employee' in this case, without influencing it in any way. This type of research is defined as a research method that describes the characteristics of the population or phenomenon that is being studied. Researcher has attempted to gather quantifiable information that can be used to statistically analyze the target audience.

2. Research Instrument

For the purpose of the study, one set of structured questionnaire is prepared comprising of 46 multiple choice questions having total 99 statements using survey method. The reliability and validity of this questionnaire was checked through a Pilot survey conducted on 30 IT employees of the Public Limited IT companies listed in STPI, Pune as the sample for the Pilot study. Close-ended question related to the title and variables of the study were well-framed for ease of the respondents with responses ranging on a 5-point Likert-scale that could be statistically analyzed.

3. Sampling Design

Sampling design or sampling procedure is the process followed by the researcher to obtain a sample from the population. The selected sample shows same features or characteristics as the population and represents it well.

i) Universe of the Study:

Universe of this study is all the IT employees working in IT companies.

ii) Population of the study:

Population of this study is all the IT employees working in Public Limited IT companies listed under Software Technology Parks of India (STPI) in Pune. As per 'The Hindu' newspaper article (27 May, 2017), Pune has more than 3,00,000 IT employees.

iii) Sampling Frame

The list of employees in the Public Limited IT companies listed under Software Technology Park of India, Pune served as sampling frame for the study.

iv) Sampling Method

For the purpose of this study, Probability sampling method has been adopted using Multistage sampling technique to select the sample randomly.

v) Sampling Unit

For the purpose of this study, the sample unit or element is an IT employee working in Public Limited IT companies listed in Software Technology Parks of India (STPI) in Pune.

vi) Sample Size

There are 230 IT companies listed under STPI, Pune. Out of which 37 are Public limited IT companies and 193 are Private Limited IT companies. Further, out of the 37 Public Limited companies, 10 IT companies were randomly selected for the purpose of selecting the sample IT employees working in these companies. From within each of the 10 companies, the researcher proceeded to randomly select 50 employees – providing an overall sample of 500 employees on which to conduct a survey. Some employees were personally contacted and considering the non-response bias, 50 employees from each company were contacted through email. The completely and correctly filled questionnaires were 460. Hence the final size of sample was freed to 460.

Table 1: List of selected Public Limited IT Companies under STPI, Pune and the total number of Respondents

Sr. No.	Name of Company	Respondent Personally Contacted	Email Sent to Respondents	Correctly filled Email Responses Received	Total Responses
1	DSS systems and Software Technologies Ltd.	5	50	40	45
2	Wipro Ltd.	3	50	36	39
3	HCL Technologies Ltd.	6	50	37	43
4	iGate Global Solutions Ltd.	10	50	41	51
5	Infosys Ltd.	6	50	35	41
6	TCS Ltd.	7	50	39	46
7	KPIT Technology Ltd.	8	50	39	47
8	Mindtree Ltd.	7	50	40	47
9	Oracle Financial Services Software Ltd.	6	50	46	52
10	Persistent Systems Ltd.	8	50	41	49
Total		66	500	394	460

4. Nature and sources of data

Secondary data: The research is based on both primary as well as secondary data. In the first stage, secondary data is collected from the various Reports published by We Are Social Ltd. operates as a subsidiary of Blue Focus International, Organization for Co-operation and Development (OECD). Key performance indicators of social media and its usage are collected from Statista Country Report. Secondary data is also collected from books, libraries, periodicals, magazines, journals, Ph.D. thesis, M.Phil. Thesis and websites etc. Collected data is critically analyzed.

Primary data: In the second stage, primary data is collected through field survey. For this purpose one set of structured questionnaire comprising of 46 multiple choice questions having total 99 statements is prepared. Besides this relevant information were collected through discussion with HR Managers, employees and officials of IT companies. The data is collected by administering the pre-tested structured questionnaire from the selected IT Employees. Some of the IT employees were personally interviewed which enabled the investigator to get the first hand information and gave an opportunity to observe the respondents personally. The data is also collected

through e-mail. It is made sure that the questions are correctly understood by the respondents by asking the questions in simple user friendly language. Friendly atmosphere was maintained during the interviews to see that the respondents are at ease and expressed their opinion freely and frankly.

5. Pilot study

A pilot study was conducted for the finalization of questionnaire. For this, the data was collected from 30 IT employees through structured questionnaire. On the basis of pilot study, necessary corrections and changes were made and after necessary corrections final questionnaire was prepared and used for data collection.

6. Data collection and analysis

Primary data was collected in ten months starting from October 2016 to July 2017. The data thus collected, is coded, analyzed and presented in tables to make the findings more meaningful. The packages used for analysis were 'Statistical Packages for Social Sciences' (SPSS), MS Excel, AMOS etc.

7. Statistical tools used for analysis

Statistical tools like percentages, frequency, averages, standard deviation, coefficient of variation, Cochran's Q test, MANOVA, Confirmatory

Factor Analysis, Structured Equation Modeling, Path analysis etc. were used for analysis. The findings of the data are suitably interpreted and finally necessary inferences are drawn. Tables, charts, diagrams, figures, maps are given to make the data more relevant.

SCOPE OF THE STUDY:

1. The scope of the research is to study the Impact of social media on organizational culture in the Public Limited IT Companies listed under STPI in Pune.
2. The study is focused on 'Organizational Culture', 'Organizational Performance' and use of 'Social Media Sites'.
3. Organizational culture is studied through variables such as Workplace Behavior, Job satisfaction and Job performance which are further studied through sub-variables such as Workplace Communication, Interpersonal relationships, Absenteeism, Job Involvement, Organizational Commitment, Innovative Behavior, Employee Engagement, Turnover Intention and Perceived Organizational Support and whether these variables influence the organizational performance.
4. 'Social Media Sites' such as Facebook, Facebook Messenger, Whatsapp, Youtube, Twitter, Instagram, Google plus, LinkedIn, Blogger, Podcasts, Skype, Pinterest, We chat, Snap chat, and online social shopping sites are studied.

LIMITATIONS OF THE STUDY:

1. The study is limited to 460 IT employees in the Public Limited IT Companies listed under STPI Pune.
2. The study is limited to the concept of Organizational Culture, Organizational Performance and Social Media Sites.
3. Social Media Sites study is limited to only like Facebook, Facebook Messenger, Whatsapp, Youtube, Twitter, Instagram, Google plus, LinkedIn, Blogger, Podcasts, Skype, Pinterest, We chat, Snap chat, and Online social shopping sites.
4. There might be response bias, as employees hesitate to accept using social media during work hours.

FINDINGS:

1. It is found that 57.6% of respondents of the study are male and 42.4% are female where majority of respondents lie between the Age group 31 to 40 years and are Middle level IT employees with total work experience of 3.1 to 12 years.
2. It is found that majority i.e. 69.8% of the respondents is using Social Media Sites since 4 to 9 years and has 1 to 10 accounts on different Social Media Sites which they access for 1 to 3 hours daily who preferred Facebook, Whatsapp, LinkedIn, Skype and Instagram as the top 5 Social Media Sites for creating Personal profile.
3. It is understood that only 20.43% respondents have a Social Media Policy in their organizations whereas 79.57% respondents do not have it in their organizations. Nonetheless, 94.79% agreed that a Standardized organizational Social Media Policy can improve Employee Performance.
4. It is observed from the table and Pie Chart that 40.22% respondents stated that their organization is open about Social Media Sites Usage while 59.78% stated that their organization is not open about Social Media Sites Usage. So, it is inferred that majority of the organizations are not open about using Social Media Sites at Workplace.
5. It is found that Social Media Sites are accessed for 'Less than 1 hour/day' from different places by the respondents. 59.8% respondents use Social Media Sites for 'Less than 1 hour/day' at Workplace followed by 42% respondents using it at home. It is interesting to know that 31.5% respondents use the available Wi-Fi Zones to access Social Media Sites. Thus, it is inferred that most employees access Social Media Sites at workplace as they spend majority of time at their workplaces although home is the most preferred place to access Social Media compared to other places.
6. From the responses it is found that due to inability to access Social Media Sites, 43.5% respondents 'Sometimes' feel inconveniences and the Coefficient of Variance is 39.24% which shows the degree of inconvenience

from the Sample Mean (2.53). Consequently 63.48% desire to dedicate 'less than 1 hour' for Social Media Sites usage at workplace per day.

7. It is observed that 58.04% of the respondents have more than 250 Contacts/Friends on various Social Media Site Accounts. The study also shows that respondents prefer using Social Media Sites for information gathering, keeping in touch with family and friends, and watching and sharing pictures, videos, audios, etc. From the statistical results regarding the purpose and the frequency for use of Social Media Sites it is inferred that there is no significant difference between the purpose and frequencies as per the Cochran's Q (2270.482) result and $p < 0.001$.
8. In this study, the Mean values show the different patterns of Social Media Sites Usage by the respondents which explains that Social Media Sites Usage results in Rejuvenation ($M=3.31$) followed by Decrease in Stress Level ($M=3.23$) and Change in Views/Opinions/Approach ($M=3.01$).
9. From all the variables like Surfing social media accounts are a part of respondent's everyday activity, respondent does not hesitate to tell colleagues or boss that he/she is on social media sites, respondent feels out of touch when he/she hasn't logged onto social media sites, respondent is a part of the social media office community, respondent actively shares views, opinions, suggestions, happenings etc. on social media work groups; the Coefficient of Covariance shows that the variable 'The respondent does not hesitate to tell colleagues or boss that he/she is on Social Media Sites' ($M=3.65$, $CoV=28.849$) shows the highest consistency than the other variables whereas that 'The respondent feels out of touch when he/she hasn't logged onto social media sites' ($M=3.24$, $CoV=35.956$) shows least consistency.
10. From all the variables like Social Media Sites has strengthened respondents' workplace communication, has Increased information and knowledge transfer, inter-personal relationship has improved, has Improved work satisfaction, respondent feels engaged at

work, respondent feels trusted and supported, respondent likes the open work environment, respondent is more creative and innovative at work, respondent thinks of long-term work relationship with their current company, respondent feels motivated, Social Media Sites have improved respondents' job performance and has enriched overall working experience; The Coefficient of Covariance shows that the variable 'Social Media Sites has increased information and knowledge transfer' ($M=3.82$, $CoV=21.204$) shows the highest consistency than the other variables whereas, 'Respondent feels engaged at work' ($M=3.28$, $CoV=32.10366$) shows least consistency.

11. From all the variables like respondent does not have to rely only on face-to-face communication, respondent is able to communicate at a faster rate, respondent is able to communicate with a group of colleagues at once, Sharing work-related ideas, information, opinions, suggestions is easier, communication gap has reduced, clarity in communication has increased, record of routine communication exists, and respondent communicates more effectively; The Coefficient of Covariance shows that the variable 'Respondent is able to communicate at a faster rate' ($M=3.99$, $CoV=20.125$) shows the highest consistency than the other variables whereas, 'Respondent communicates more effectively' ($M=3.79$, $CoV=24.036$) shows least consistency.
12. From all the variables like respondent has stronger work relationships, respondents' personal bonding with colleagues has improved, respondents have developed mutual trust among each other at workplace, respondent socializes with office mates regularly, respondent is more expressive; the Coefficient of Covariance shows that the variable 'Respondents' personal bonding with colleagues has improved' ($M=3.69$, $CoV=24.010$) shows the highest consistency than the other variables whereas, 'Respondent is more expressive' ($M=3.58$, $CoV=26.731$) shows least consistency.

13. From all the variables like Given an option, the respondent would prefer to remain absent at workplace, Flexible and open work environment motivates the respondent to be present at work, In every month, respondent consumes more leaves than monthly allotted, Respondent is present at office during all working days, Taking leaves hampers respondents' job performance; the Coefficient of Covariance shows that the variable 'Respondent is present at office during all working days' (M=4.08, CoV=21.911) shows the highest consistency than the other variables whereas, 'In every month, respondent consumes more leaves than monthly allotted (M=2.50, CoV=40.08) shows least consistency.
14. From all the variables like respondent actively participates in work activities, respondent keeps upgrading his/her job knowledge, respondent is interested in his/her job, respondent is in touch with his/her work even when out of office, respondent sends across work-related information even when on leave, respondent's performance is recognized at work, respondent earns performance incentives; the Coefficient of Covariance shows that the variable 'Respondents keep upgrading his/her job knowledge' (M=3.96, CoV=18.787) shows the highest consistency than the other variables whereas, and 'Respondent earns performance incentives' (M=3.43, CoV=24.155) shows least consistency.
15. From all the variables like Respondent provides unique ideas and solutions at work, Respondent continually improvises his/her work process, Respondent participates to upgrade the existing process, technology, product or service; the Coefficient of Covariance shows that the variable 'Respondent provides unique ideas and solutions at work' (M=4.00, CoV=16.325) shows the highest consistency than the other variables whereas, 'Respondent participates to upgrade the existing process, technology, product or service (M=4.17, CoV=18.633) shows least consistency.
16. From all the variables like At work, Knowledge sharing system has improved respondent's skills, Respondent is motivated by online activities, games or competitions, Respondent is appreciated and recognized at work, Respondent feels a sense of fulfillment to work in his/her organization, Respondent is will recommend his/her organization to a friend; the Coefficient of Covariance shows that the variable 'At work, Knowledge sharing system has improved respondent's skills' (M=4.02, CoV=17.611) shows the highest consistency than the other variables whereas, 'Respondent is motivated by online activities, games or competitions (M=3.86, CoV=24.844) shows least consistency.
17. From all the variables like Respondent gets good facilities in his/her organization, Respondent's ideas, views or suggestions are acknowledged, Respondent's contributions are valued; the Coefficient of Covariance shows that the variable 'Respondent's contributions are valued' (M=4.07, CoV=18.992) shows the highest consistency than the other variables whereas, 'Respondent gets good facilities in his/her organization (M=3.91, CoV=20.127) shows least consistency.
18. From all the variables like Respondent has planned his/her career in his/her current organization, Respondent will regret accepting job from another employer, Respondent would work for his/her current employer until he/she retires; the Coefficient of Covariance shows that the variable 'Respondent has planned his/her career in his/her current organization' (M=3.89, CoV=18.894) shows the highest consistency than the other variables whereas, 'Respondent would work for his/her current employer until he/she retires' (M=3.06, CoV=31.372) shows least consistency.
19. From all the variables Individual performance is high, Team performance is high, Employees are satisfied, Proportion of Absenteeism is lesser, Organizational goals are efficiently achieved; the Coefficient of Covariance shows that the variable 'Organizational goals are efficiently achieved' (M=3.88, CoV=17.293)

shows the highest consistency than the other variables whereas, 'Proportion of Absenteeism is lesser' ($M=3.76$, $CoV=19.308$) shows least consistency.

20. From the results of one-way MANOVA test, it is found that employees Social Media Sites Usage positively influences Quality of Work-life From Pillai's Trace value 0.313 and p is 0.00 which is less than the 5% level of significance.
21. From the results of one-way MANOVA test, it is found that employees Social Media Sites Usage positively influences Organizational culture From Pillai's Trace value 0.196 and p is 0.00 which is less than the 5% level of significance.
22. The result of open Social Media Sites Usage policy and long-term work relationship between employees and their current company shows [$F(1,458) = 11.99$, $p = 0.000$], Low Mean = 3.4, High Mean = 3.74, $p < 0.05$. Thereby establishing that probability of long-term work relationship is higher amongst employees whose Social Media Sites Usage is high compared to those whose Social Media Sites Usage is low.
23. It is observed that Social Media Sites Usage enriches overall working experience [$F(1,458) = 47.68$, $p = 0.000$], Low Mean = 2.95, High Mean = 3.65 and $p < 0.05$. Thereby establishing that employees whose Social Media Sites Usage is high experience rich working experience compared to those whose Social Media Sites Usage is low.
24. From the Structural Equation Modeling it is found that Social Media Sites Usage influences the relationship between Organizational Culture and Organizational Performance.
25. From the Structural Equation Modeling it is found that in social media sites usage is the positive predictor of Workplace Behaviour, Job Performance, and Job Satisfaction. Furthermore, it is observed from the model, Social Media Behaviour is the negative predictor of Workplace Behaviour, Job Performance, and Job Satisfaction. Conversely, Workplace Behaviour, Job Performance and Job Satisfaction are the positive predictor of Organizational Performance.

CONCLUSIONS:

1. Social Media Sites Usage and Quality of Work-life:

It can be concluded that Social Media Sites Use at workplace creates an open work environment which builds and improves interpersonal relationship amongst IT employees strengthening workplace communication. Social Media Sites Use increases information and knowledge transfer between employees improving their creativity and innovation at work. Employees feel well-engaged at work, trusted, supported and highly motivated to perform which improves their work satisfaction leading to better job performance. Liberal use of Social Media enriches the overall work experience increasing their inclination towards long-term work relationship with the company.

2. Social Media Sites Usage and Workplace behavior:

Mostly Social Media is accessed at the Workplace compared to home or other places. **Communication:** SMSU improves effective Communication as IT employees mostly engage in social media communication than face-to-face communication in and out of workplace at a faster rate with a group of colleagues at once. They not only share work-related ideas, information, opinions and suggestions with more clarity but records of routine communication also exist.

Interpersonal Relations: SMSU at workplace improves Interpersonal Relations as the IT employees are incessantly connected with each other through Social Media and socialize on this virtual platform regularly; they have stronger work relationships.

Absenteeism: SMSU at workplace reduces Absenteeism as flexibility and open work environment at workplace motivates them to remain present at work which leads to better job performance in comparison to the ones who remain absent at work.

4. Social Media Sites Usage and Job Performance:

Job Involvement: SMSU at workplace increases Job Involvement as IT employees tend to be interested in their jobs. Through

this virtual platform they keep in touch with their bosses and colleagues and can continue to work even when out of office or on leave by sending across work-related information when needed.

Organizational Commitment: SMSU at workplace increases Organizational Commitment as social media sites use leads to active participation of IT employees in up gradation of the existing process, technology, product or service.

Employee Engagement: SMSU at workplace increases Employee Engagement as IT employees get motivated through online activities, games and competitions on social media.

5. Social Media Sites Usage and Job Satisfaction:

Perceived Organizational Support: SMSU 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.

Turnover Intention: SMSU at workplace decreases the Turnover Intention.

Organizational Performance: SMSU at workplace increases the Organizational Performance as organizational goals are efficiently achieved with open use of Social Media. Moreover, not only employees' individual job performance is high but the team performance is also high.

6. Social Media Sites Usage, organizational culture and organizational

Performance:

From the study it is concluded that Social Media Sites Usage positively influences organizational culture as high Social Media Sites Usage leads to better quality of Work-Life, stronger workplace communication, healthier inter-personal relationships, higher employee engagement, improved creativity, higher rate of information and knowledge transfer, more innovativeness, higher work satisfaction and better job performance compared to those whose Social Media Sites Usage is low. It is further concluded that Social

Media Sites Usage is the positive predictor of Workplace Behaviour, Job Performance and Job Satisfaction. Additionally, Workplace Behaviour, Job Performance and Job Satisfaction are the positive predictors of Organizational Performance. On the contrary, Social Media Behaviour is the negative predictor of Workplace Behaviour, Job Performance and Job Satisfaction.

SUGGESTIONS

1. Allow employees to use standardized Social media (beneficial for the organization as well as employees so the information sharing and operations can be done at a faster rate.)
2. Incorporate standardized Social media policy in organization to help regulate the workplace behaviour, enhance employee performance as well as organizational performance by its optimal utilization.
3. Due to the ease of Internet connections and access of SM in the workplace, organizations can enhance organizational operations and employee communications by having their own intra-office and inter-branch social media platforms which can enrich knowledge bank and develop collaborations.
4. Social Media Platforms can be utilized as a training tool allowing for flexibility of employees' time and location
5. A provision for Social media break can be incorporated (which can refresh employees, improve efficiency and productivity)
6. Social media Addiction Awareness Programs for Addiction control and Social media usage awareness programs and Social media usage channelization must be conducted.
7. Social Media Usage Measurement Matrix can be devised to measure the effects of employee social media usage on organizational performance.
8. Social Media Behaviour Audit Matrix can be devised to measure the key behaviours of employees using social media which can also be linked to the Performance Appraisal system to attain proper regulation of SMSU.

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