



Effects of support and job demands on social media use and work outcomes



Peerayuth Charoensukmongkol*

International College, National Institute of Development Administration, 118 Moo3, Sereethai Road, Klong-Chan, Bangkok, Bangkok 10240, Thailand

ARTICLE INFO

Article history:

Available online 4 May 2014

Keywords:

Social media
Social exchange
Social support
Social capital
Media synchronicity theory
Job performance

ABSTRACT

Studies related to the use of social media in the workplace are still somewhat scarce despite their increasing popularity in social media research. This paper aims to investigate how employee perceptions of a workplace related to coworker support, supervisor support, and job-related demands can determine the degree of attachment some employees feel to social media use at work. The study also explores some consequences of social media use at work by analyzing its associations with job satisfaction, job performance, and cognitive absorption. The data was collected through the snowball sampling technique of 170 employees in Thailand and analyzed using partial least squares regression. For the factors predicted to influence social media use at work, the analysis found that coworker support and job demands are positively associated with social media use intensity, while supervisor support is negatively associated with it. The analysis also found a positive association between job satisfaction and job performance and social media use at work. An indirect relationship between social media use and cognitive absorption was also found through the mediating effect of job satisfaction. Overall, the evidence suggests that social media use at work may not necessarily lead to negative job-related outcomes.

© 2014 Elsevier Ltd. All rights reserved.

1. Introduction

Leading online social media sites such as Facebook, Twitter, MySpace, Pinterest, Instagram, and so forth have become an integral part of the daily activities of many people around the world. In the academic arena, various aspects related to social media use have received the preponderance of attention from scholars. One of the main focuses in research is the impact of social media use intensity on psychological and societal outcomes (Oh, Ozkaya, & LaRose, 2014; Reinecke & Trepte, 2014). However, most of this research was mainly conducted in educational institutions and used students as subjects (Chang & Heo, 2014; Kalpidou, Costin, & Morris, 2011; Kirschner & Karpinski, 2010). So far, less is known about the effect of social media use in organizations. Studies conducted in this context are important as some organizations have become concerned about employees' access to social media sites during work hours. Some argued that social media can interrupt work and affect employee performance. Currently, a lack of empirical evidence exists concerning this impact to guide organizational policies regarding the use of social media in the workplace.

The objective of this study, which attempts to fill this research gap, is twofold. First, some factors that can influence the degree to which employees believe that social media is important for them at work are explored, with specific focus on the role of social support within an organization. Two aspects of social support that are focused on are coworker support and supervisor support; these two factors were selected since coworkers and supervisors are persons who not only closely interact with employees in a workplace but also influence their behavior (Bakker & Bal, 2010; Schreurs, Hetty van Emmerik, Günter, & Germeys, 2012). Moreover, as the use of social media is mainly driven by the degree of social connection that people have with others (Sacks & Graves, 2012), the first research question is whether the quality of the relationships that employees develop with people in an organization can influence how they perceive the importance of social media in the workplace. In addition, this research also focuses on the impact of some job characteristics on social media use at work. Specifically, the perceived importance of social media in terms of favorable or unfavorable work conditions with respect to job demands is explored.

The second objective of this research is to investigate the relationship between social media use intensity at work and job-related outcomes of employees. Following a study by Moqbel, Nevo, and Kock (2013), two job-related outcomes that this research emphasizes are job satisfaction and perceived job performance. These two factors are selected because research has shown that they are

* Tel.: +66 (662) 727 3003.

E-mail address: peerayuth@outlook.com

considered key indicators that can determine the success of an organization. In order to extend the study of [Moqbel et al. \(2013\)](#), one additional job-related outcome in this research is the cognitive absorption that employees have toward their work. This outcome factor is selected as it reflects “the intensity of focus and immersion experienced by the employees when working” ([Ho, Sze-Sze, & Chay Hoon, 2011](#): p. 26). Specifically, the author aims to explore if the degree of social media use at work can affect the degree to which employees can focus on work activities. Moreover, the study was conducted using samples from Thailand. As previous studies on social media were mainly conducted in the United States, it is necessary to determine whether these results would be replicated in different cultures. Specifically, Thailand is a country where social media is very popular among people of all ages. The number of social media users in Thailand has grown significantly, as recent statistics showed that in 2013, there were about 18 million social media users in Thailand, about 27 percent of the total population ([Millward, 2013](#)). This increase in social media usage in Thailand makes the country appropriate for social media research.

The samples used for this research (employees working in service and manufacturing industries) were obtained through the snowball sampling method. Even though using this nonprobability sampling technique may raise some concerns regarding the reproducibility of the findings in other contexts, results from this study will add to the existing literature, in which there is a paucity of evidence regarding some factors behind the use of social media in the workplace and related job outcomes. In addition, the results will also provide implications to managers about policies toward the use of social media during work.

2. Background and hypotheses

2.1. Social media

Social media is defined by [Kaplan and Haenlein \(2010: p. 61\)](#) as “a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0 and that allow the creation and exchange of User Generated Content.” Social media has gained significant popularity worldwide because it not only allows users to maintain personal relationships with family, friends, and colleagues but also provides them with opportunities to make new social connections ([Raacke & Bonds-Raacke, 2008](#)). In addition to the use of social media for personal networking, people can access social media for other purposes, such as information seeking and entertainment ([Park, Kee, & Valenzuela, 2009](#)). More recently, social media has also been applied for business and marketing purposes to advertise products and services online ([Kaplan & Haenlein, 2010](#)).

Despite the benefits that social media provides, concern has been increasing regarding its potentially negative impact on users. In particular, concerns related to social media addiction have recently been raised ([Andreassen, Torsheim, Brunborg, & Pallesen, 2012](#); [Griffiths, 2012](#)). A clinical report showed that some people are prone to developing social media addiction disorder (defined as being unable to refrain from checking one’s social media) ([Karaiskos, Tzavellas, Balta, & Paparrigopoulos, 2010](#)); this behavior dramatically interferes with their daily lives since they cannot focus on their jobs and/or other responsibilities. In addition, empirical research on social media has reported various outcomes. For example, [Kalpidou et al. \(2011\)](#) conducted a study on the impact of Facebook-use intensity on self-esteem using a sample of seventy undergraduate students. They found that increased time spent on Facebook correlated with lower self-esteem. A study by [Kirschner and Karpinski \(2010\)](#) on the effects of Facebook-use intensity on academic performance found that students who spent

more time on Facebook not only spent less time studying but also had poorer academic performance compared with students who spent less time on Facebook. On the other hand, [Kim and Lee \(2011\)](#) conducted a study about the relationship between the number of Facebook friends and the subjective well-being of university students and found a positive link between the two factors. A study by [Reinecke and Trepte \(2014\)](#) found that social media tended to enhance the psychological well-being of subjects who used it as a form for authentic self-presentation.

A recent study by [Moqbel et al. \(2013\)](#) is considered to be the pioneering work on the impact of social media use in an organization on job-related outcomes, including job satisfaction, job performance, and organizational commitment. By using a sample of 193 employees in the United States, they found that social media use intensity was positively associated with job performance and organizational commitment through the mediating effect of job satisfaction. Generally, their results provided support regarding the positive effect of social media use in an organization. Despite these new findings, it is still necessary to obtain additional evidence in a different context. Moreover, to date, some of the workplace factors that lead workers to believe that social media use is important for them remain undefined.

2.2. Social support and social media use intensity at work

Social support is widely conceptualized in research as “the functions performed for the individual by significant others, such as family members, friends, and colleagues” ([Schreurs et al., 2012](#): p. 263). Although this conceptualization encompasses support from various sources, this research focuses on support from coworkers and supervisors as they are the individuals who have the most influence on employees’ behaviors within an organization. Specifically, the author argues that the level of interpersonal support employees perceive from their coworkers and from their supervisors can determine the degree to which employees feel that social media is important for them at work. However, these two aspects of social support at work may have different effects on the intensity of social media use in an organization.

First, with respect to the role of coworker support, this study hypothesizes that coworker support can increase the intensity of social media use at work. Coworker support was defined in literature as “the extent to which one’s coworkers are helpful, can be relied upon in times of need, and are receptive to work-related problems” ([Menguc & Boichuk, 2012](#): p. 1360). Accordingly, the main reason why perceived high levels of support from coworkers can increase social media use at work is because good relationships among colleagues make employees feel connected to one another, which in turn motivates them to communicate and interact more often ([Fay & Kline, 2011](#)). Social media can serve as an online platform that makes it more convenient for employees to connect with their colleagues ([Raacke & Bonds-Raacke, 2008](#)). Instead of face-to-face interaction, employees may use social media to discuss work and nonwork issues with each other regardless of where they are located within or outside an organization ([Skeels & Grudin, 2009](#)). The positive association of coworker support and social media use intensity is also consistent with a study by [Oh et al. \(2014\)](#) that found a connection between perceived social support and social media use. Therefore, our hypothesis is as follows:

H1. Coworker support will positively associate with social media use intensity at work.

While coworker support was hypothesized to increase social network use at work, the study predicts that the relationship between supervisor support and social media use intensity at work will be negative. Supervisor support reflects the degree to which

Download English Version:

<https://daneshyari.com/en/article/350779>

Download Persian Version:

<https://daneshyari.com/article/350779>

[Daneshyari.com](https://daneshyari.com)