

SOCIAL MEDIA AND EMPLOYEE OUTPUT AT EDUCATIONAL INSTITUTIONS IN SHEKHAWATI REGION OF RAJASTHAN

Priyanka Sharma ⁽¹⁾ & Dr. Swati Mishra ⁽²⁾

1. PhD Research scholar, Department of Management, Suresh Gyan Vihar University, Jaipur, Rajasthan

2. Professor, Department of Management, Suresh Gyan Vihar University, Jaipur, Rajasthan

Corresponding Author: Dr. Swati Mishra, Professor, Department of Management, Suresh Gyan Vihar University, Jaipur, Rajasthan

ABSTRACT

This research contributes theoretically to the understanding of social media usage in the workplace, particularly in the context of educational institutions in the Shekhawati Region of Rajasthan. Notably, participants who exhibited high work performance demonstrated a tendency to use social media as a tool for communication with their colleagues. The study sheds light on the intricate dynamics between Social Media and Employee Output in this specific geographical region.

Furthermore, individuals displaying high work performance were observed to utilize social media as a means of temporarily escaping from both unsatisfying and demanding job conditions. This dual function of social media usage in providing a brief respite from work-related stressors suggests a nuanced relationship between employees' engagement with social media and their overall job satisfaction.

A noteworthy finding of the study is the positive correlation between the frequency of social media use in the workplace and increased work performance. This implies that a more frequent engagement with social media positively influences the overall output and productivity of employees in the educational institutions under investigation.

Keywords: Social-Media, Work Performance, Uses and Gratifications

1. INTRODUCTION

Approximately ten years ago, scholars dedicated their efforts to investigating the influence of electronic mail (e-mail) in professional environments, aiming to discern its impact on organizational productivity, as evidenced in studies such as that conducted by *Phillips and Reddie in 2007*. *This historical backdrop serves as a crucial foundation for the current study, which centers on unraveling the intricate dynamics of Social Media and Employee Output within Educational Institutions situated in the Shekhawati Region of Rajasthan.*

The exploration of e-mail's effects a decade ago laid the groundwork for understanding how technological advancements shape workplace communication and productivity. Now, the focus has shifted to the pervasive role of social media in educational institutions, marking a new era of investigation into the evolving dynamics of communication tools within specific organizational contexts.

This study seeks to build upon the earlier research by examining the nuanced interplay between social media usage and employee output, offering insights into how these technological shifts impact educational institutions in the distinct cultural and regional context of the Shekhawati Region in Rajasthan. By drawing on the historical context of e-mail studies, the present research aims to contribute valuable knowledge to the ongoing discourse on the changing landscape of workplace communication and its implications for productivity within the educational sector. This historical context sets the stage for the present study, which focuses on unraveling the dynamics of Social Media and Employee Output within Educational Institutions in the Shekhawati Region of Rajasthan.

In the contemporary landscape, researchers have shifted their attention toward understanding the implications of increased social media usage as a new communication paradigm. Unlike a decade ago, the prevalent use of social media has become a prominent avenue for workplace interaction, prompting scholars to explore its multifaceted effects.

This surge in social media utilization has raised concerns about diminishing interpersonal skills, particularly among millennial workers. The preference for email communication over face-to-face interactions and the tendency to send text messages during meetings instead of actively participating in discussions are noteworthy behavioral shifts. The instantaneous accessibility of social media platforms, coupled with the habitual inclination to check friends' latest posts, emerges as a pervasive distraction in workplace settings (*Diercksen et al., 2013b*). These contemporary trends highlight the evolving landscape of workplace communication and its intricate relationship with employee output.

2. REVIEW OF LITERATURE

Limited research has delved into workplace satisfaction within a computer-mediated context, particularly concerning the utilization of social media (*Robertson and Kee, 2017, p. 191*). Among the existing studies, some have focused on exploring the impact of social media on employee productivity. For instance, *Munene and Nyaribo (2013)* discovered that employees spend a significant portion of their time on social media during work hours, leading to decreased performance. *Gaudin (2009)* specifically investigated Facebook use and found that it negatively influenced workplace productivity.

Similarly, *Diercksen et al. (2013b)* identified the increasing prevalence of social media as a workplace issue. Paradoxically, the more employees engaged with social media, the less they perceived it as a distraction. They suggested organizations should monitor the amount of time spent on social media rather than outright banning it, proposing potential disciplinary action for excessive usage.

In contrast to the negative productivity narrative associated with Social Networking Sites (SNSs), *Seman (2014)* found in her study that SNSs could positively impact employee well-being by reducing stress and enhancing skills. *Aguenza et al. (2012)* highlighted the positive effects of social media on employee communication and collaboration, leading to increased productivity.

Martensen et al. (2011) explored social media for career development and noted employees using it as a self-marketing tool sought to establish a positive reputation.

Skeels and Grudin (2009) investigated the workplace use of Facebook and LinkedIn, revealing diverse social and work-related uses. *Leftheriotis and Giannakos (2014)* explored the relationship between social media use and work performance, finding that it facilitated information exchange and enhanced knowledge transfer in an insurance company. Tulu (2017) studied the use of online social media among academicians, concluding that it did not negatively impact teachers' productivity during official working hours.

Nduhura and Prieler (2017) focused on social media's role in public institutions, emphasizing its increasing centrality for coordinating activities. *Tajudeen et al. (2018)* affirmed the benefits of social media usage by organizations. Jiang et al. (2016) established a significant relationship between social media use and participants' leadership behaviors. Additionally, *Robertson and Kee (2017)* discovered that Facebook interaction among co-workers positively correlated with employee satisfaction in the workplace.

3. RESEARCH GAP AND RESEARCH QUESTIONS

Based on the abovementioned literature reviews, in this paper, we have formulated the following questions:

- **RQ1:** Does workplace social media usage has a positive effect on (a) two-way communication, (b) employee-employer communication, (c) employee-employee communication, (d) respondents' working efficiency, (e) respondents' work performance, and (f) respondents' workplace productivity?
- **RQ2:** Will social media participation in the workplace have a significant favorable effect on participants' work performance?

4. RESEARCH OBJECTIVES

This research contributes theoretically to the understanding of social media usage in the workplace, particularly in the context of educational institutions in the Shekhawati Region of Rajasthan. Notably, participants who exhibited high work performance demonstrated a tendency to use social media as a tool for communication with their colleagues. The study sheds light on the intricate dynamics between Social Media and Employee Output in this specific geographical region. The specific research objectives are :

- (a) To analyze the effect of social media usage at workplace on Employee Output in selected educational institutions of study area.
- (b) To analyze the impact of social media usage on Employee Output at workplace in selected educational institutions of study area.
- (c) To give suggestions for the problem under investigation.

5. METHODOLOGY

5.1. MULTIPLE CHOICE QUESTIONS

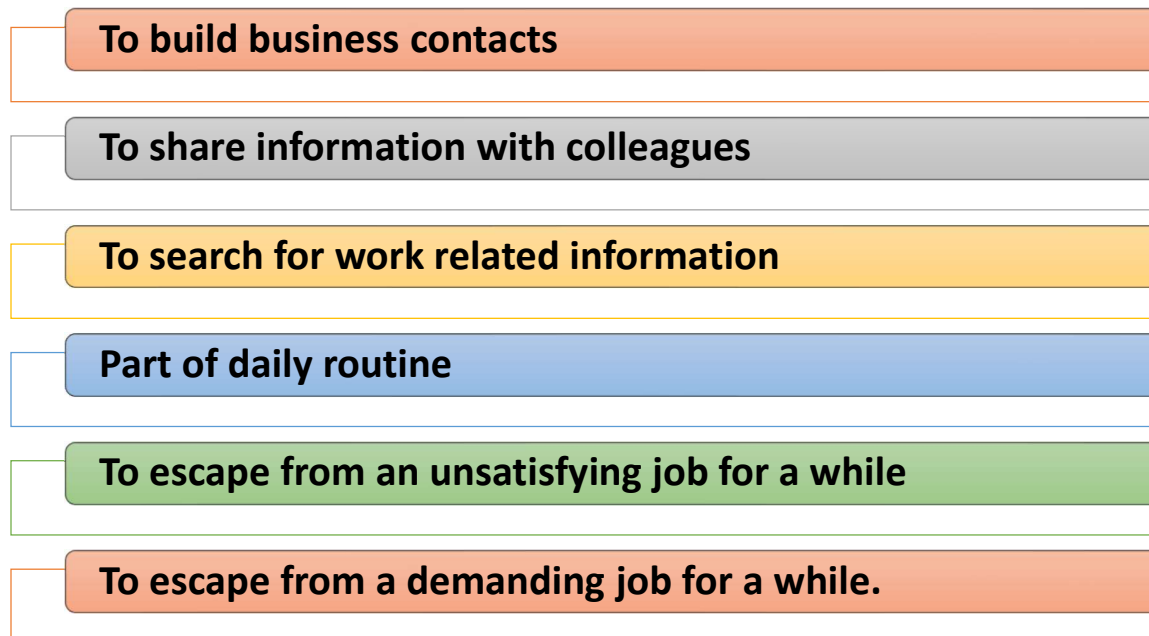
Among multiple choice questions, the seventh question asking the participants' frequency of using social media in the workplace (*Diercksen et al., 2013a*) and the twelveth question asking the participants' belief on the use of social media and it helps their work efficiency (*Diercksen et al., 2013a and b*) were slightly modified to make the questions more convenient. They were in the form of "yes-no questions" and "not sure" choice was added to the answers. In the closed-ended options, "only access at home" was dismissed and it was replaced by "I don't visit every day". Other multiple choice questions were developed under the light of literature review by the authors.

5.2. WORKPLACE SOCIAL MEDIA USAGE SCALE

To understand the main reasons why employees participate in social media in their workplace, seven-item a 5 point Likert scale (1-5 strongly DA-strongly A) questions were developed and included to the study by the authors. Those questions are:

- To find work related information and download it**
- It helps me communicate with my colleagues**
- It helps me communicate with my managers**
- It helps me to coordinate my work**
- It helps me do my business planning**
- I can communicate in an instant**
- I can communicate in an urgent situation.**

The rest of the six-item (1-5 strongly DA-strongly A) was adopted from a study done by *Munene and Nyaribo (2013)*, which are:



5.3. WORK PERFORMANCE SCALE

Work performance is the degree to which employees indicate their performance. Work performance scale was adopted from *Leftheriotis and Giannakos’s (2014)* study. We used 5-point Likert scales to measure the variables (worded “Strongly Disagree,” “Disagree,” “Neutral,” “Agree” and “Strongly Agree”).

5.4. RELIABILITY

The instrument was subjected to a reliability test to check for reliability by checking for internal consistency. Internal consistency was assessed with Cronbach’s alpha Cronbach alpha test of the instrument returned $\alpha = 0.787$ for work performance and $\alpha = 0.844$ for social media participation at workplace.

5.5. DEPENDENT AND INDEPENDENT VARIABLES

Independent variables are demographic profiles of participants, frequency of visit social media, and social media participation in the workplace. Dependent variable is work performance.

5.6. ANALYSIS

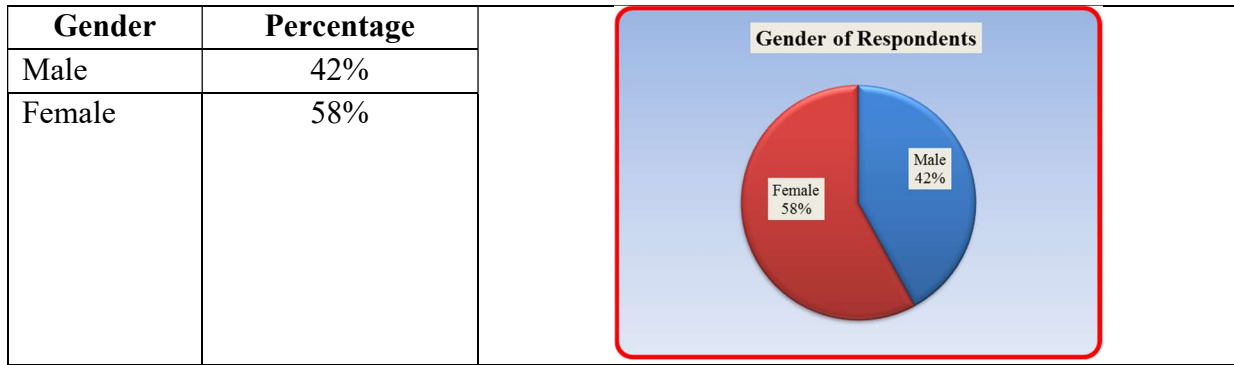
Survey method was used to gather information, and the data was analyzed using the SPSS 22 software. We used factor analysis, frequency and regression analysis for measuring the effects of social media participation in the workplace on work performance. 500 participants served as the sample respondents under study. All the respondents were working with various private or government educational institutions in research study area Shekhawati region of Rajasthan.

6. FINDINGS

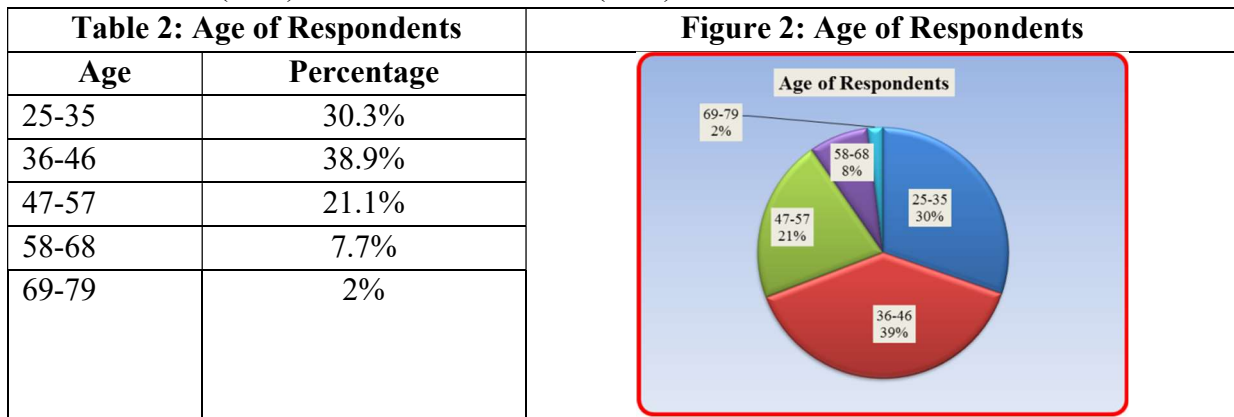
6.1. DESCRIPTIVE RESULTS

6.1.1. Demographic background

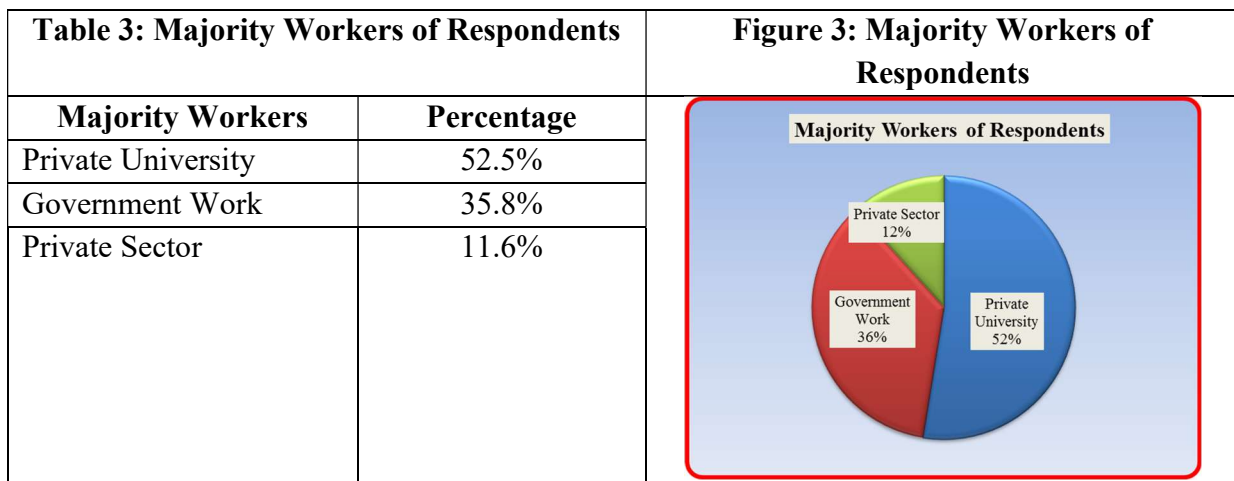
Table 1: Gender of Respondents	Figure 1: Gender of Respondents
---------------------------------------	--



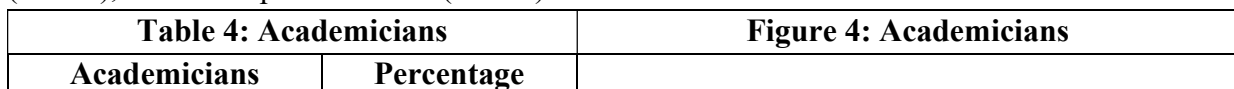
Females (58%) were more than males (42%).

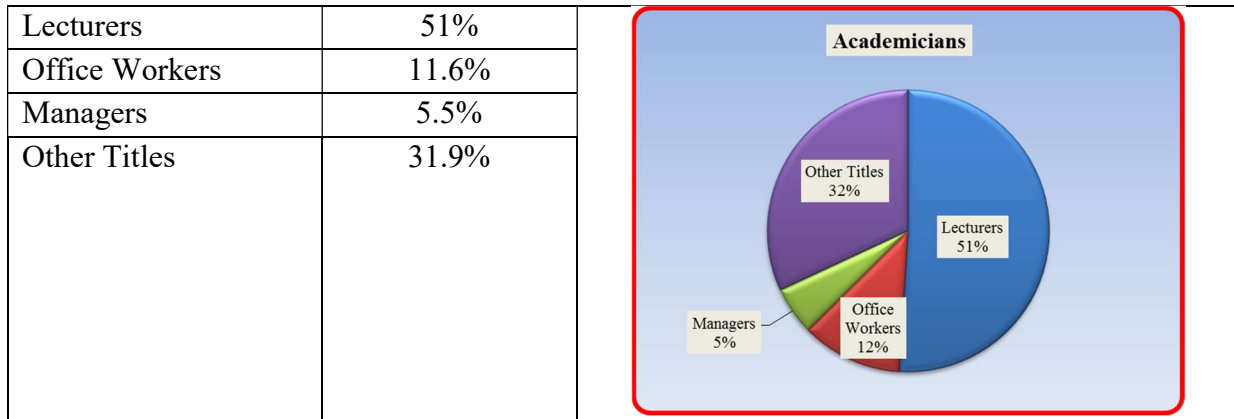


The participants were between the ages of 36-46 (38.9%), 25-35 (30.3%), 47-57 (21.1%), 58-68 (7.7%), and 69-79 (2%).

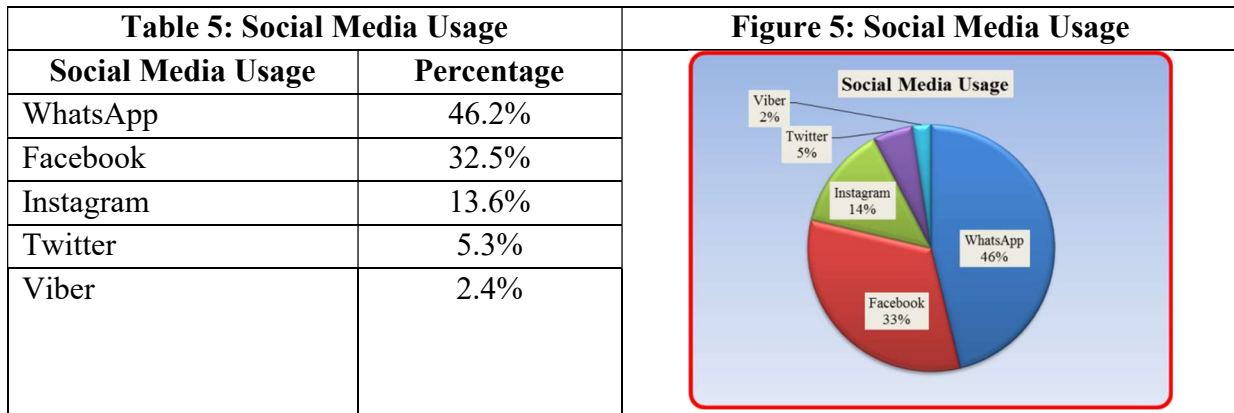


The majority worked in a private university (52.5%), others worked in governmental work (35.8%), and in the private sector (11.6%).

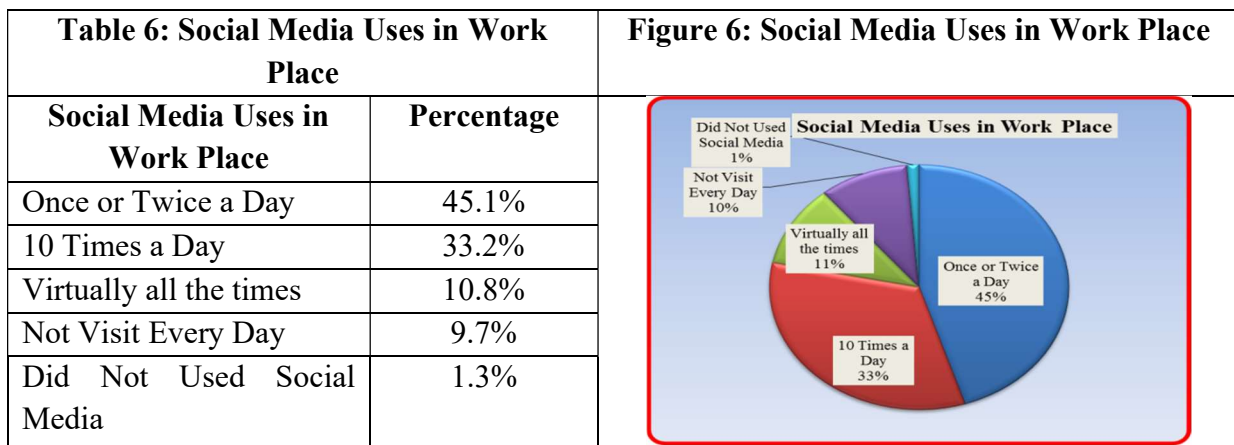




51% of them were academicians/ lecturers, 11.6% of them were office workers, 5.5% of them were managers, and 31.9% had other titles.



WhatsApp (46.2%) was the most used social media in the work place. Facebook was second 32.5%, Instagram was third 13.6%, Twitter was fourth 5.3%, and Viber was fifth 2.4% used social media.



The majority used it once or twice a day (45.1%), 33.2% used it up to 10 times a day, 10.8% used it virtually all the times. The minority (9.7%) did not visit every day, and only 1.3% did not used social media in the work place.

6.1.2. Results for opinions of social media at work place

Table 7: Social Media usage in the Workplace Contributes Positive Two-way Communication		Figure 7: Social Media usage in the Workplace Contributes Positive Two-way Communication
Social Media usage in the Workplace Contributes Positive Two-way Communication	Percentage	
Positive Contribute Workplace	80.4%	
Didn't Confirm	13.4%	
Not Sure	6.2%	

The participants with the high percent (80.4%) confirmed that “social media usage in the workplace contributes positive two-way communication”, 13.4% didn’t confirm this, and 6.2% were not sure.

Table 8: Social Media usage in the Workplace Improves Employee-Employer Communication		Figure 8: Social Media usage in the Workplace Improves Employee-Employer Communication
Social Media usage in the Workplace Improves Employee-Employer Communication	Percentage	
Didn't Believe	50.3%	
Them Believe	36.5%	
Not Sure	13.2%	

50.3% didn’t believe that “social media usage in the workplace improves employee-employer communication”, 36.5% of them believed this improvement, and 13.2% were not sure.

Table 9: Social Media usage in the Workplace Improves Employee-Employee Communication		Figure 9: Social Media usage in the Workplace Improves Employee-Employee Communication
Social Media usage in the Workplace Improves Employee-Employee Communication	Percentage	
Said Yes	65.7%	
Said No	23.5%	

Not Sure	10.8%	
----------	-------	--

65.7% said yes, to “social media usage in the workplace improves employee-employee communication”. 23.5% said no to this question and 10.8% were not sure.

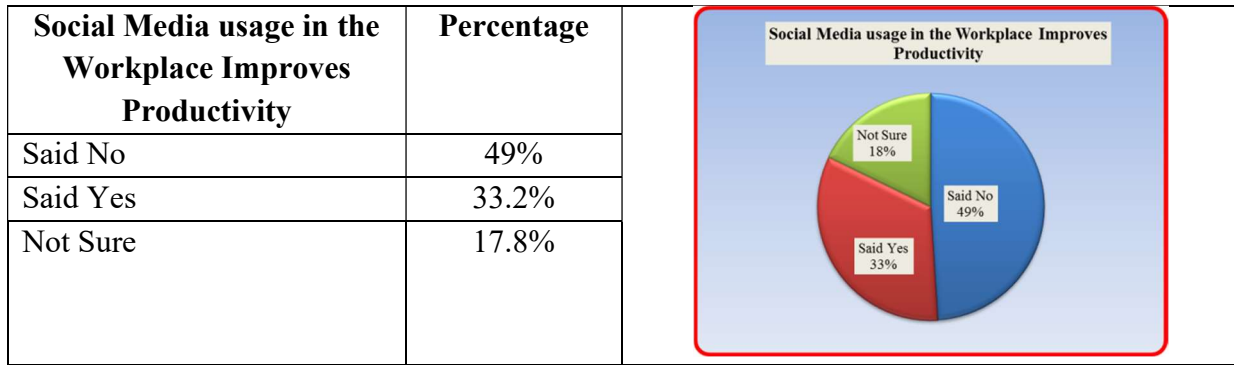
Table 10: Social Media usage in the Workplace Helps Work Efficiency		Figure 10: Social Media usage in the Workplace Helps Work Efficiency
Social Media usage in the Workplace Helps Work Efficiency	Percentage	
Believe That	52.7%	
Said No	34.9%	
Not Sure	12.1%	

More participants (52.7%) believed that “social media usage in the workplace helps work efficiency” and less participants 34.9% said no to this question. 12.1% were not sure about it.

Table 11: Social Media usage in the Workplace Increase Work Performance		Figure 11: Social Media usage in the Workplace Increase Work Performance
Social Media usage in the Workplace Increase Work Performance	Percentage	
Said No	47.7%	
Said Yes	35.6%	
Not Sure	16.5%	

47.7% of them said no, 35.6% said yes to the statement that “social media usage in the workplace increase work performance,” 16.5% were not sure.

Table 12: Social Media usage in the Workplace Improves Productivity	Figure 12: Social Media usage in the Workplace Improves Productivity
--	---



The participants who said no (49%) were more than the participants who said yes (33.2%) to the statement “social media usage in the workplace improves productivity.” 17.8% of them were not sure.

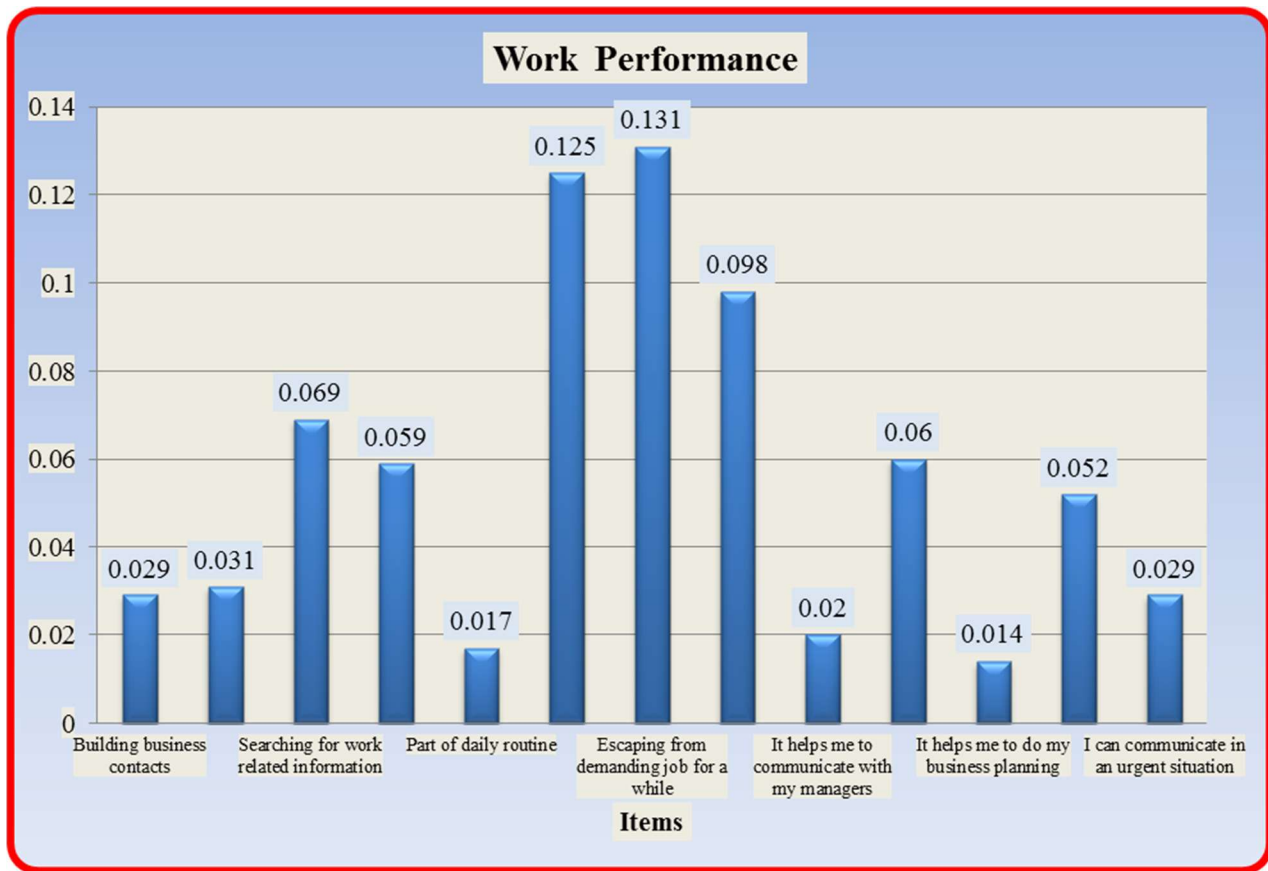
6.2. REGRESSION ANALYSIS RESULTS

There is a significant relation between work performance and using social media for escaping from an unsatisfying job for a while ($\beta = 0.125, P \leq 0.05$) ($R^2=0.016$). People using social media for escaping from an unsatisfying job for a while showed more work performance (Table 13). There is a significant relation between work performance and using social media for escaping from demanding job for a while ($\beta = 0.131, P \leq 0.05$) ($R^2 = 0.017$). The result was significant between work performance and social media helps me to communicate with my colleagues ($\beta = 0.098, P \leq 0.05$) ($R^2 = 0.010$).

Table 13: Regression Results for the Predictors of Social Media Participation at Workplace by Work Performance

Items	Work performance
Building business contacts	0.029
Sharing information with colleagues	0.031
Searching for work related information	0.069
Finding and downloading work related information	0.059
Part of daily routine	0.017
Escaping from unsatisfying job for a while	0.125**
Escaping from demanding job for a while	0.131**
It helps me to communicate with my colleagues	0.098*
It helps me to communicate with my managers	0.02
It helps me to coordinate my works	0.06
It helps me to do my business planning	0.014
I can communicate in an instant	0.052
I can communicate in an urgent situation	0.029

Figure 13: Regression Results for the Predictors of Social Media Participation at Workplace by Work Performance



When social media frequency of usage increased in the workplace, work performance increased in a positive way ($\beta = 0.137, P \leq 0.05$) ($R^2 = 0.019$).

7. CONCLUSIONS

The findings revealed that WhatsApp and Facebook were the most widely used social media platforms in the workplace, with a combined usage rate of 78.7%. Participants expressed a strong belief that social media usage in the workplace contributes to positive two-way communication (80.4%). Additionally, they supported the idea that it improves employee-employee communication (65.7%) and helps enhance working efficiency (52.7%). However, there was less agreement on the positive impact of social media on employee-employer communication, with only 36.5% of participants endorsing this view.

This study contributes to the theoretical understanding of social media usage in the workplace, specifically within educational institutions in the Shekhawati Region of Rajasthan. It highlights that individuals exhibiting high work performance tend to use social media as a communication tool with their colleagues, unveiling the intricate dynamics between Social Media and Employee Output in this regional context.

Moreover, those demonstrating high work performance were found to employ social media as a temporary escape from both unsatisfying and demanding job conditions. This dual functionality of social media, providing a brief respite from work-related stressors, indicates a

nuanced relationship between employees' engagement with social media and their overall job satisfaction.

A noteworthy discovery is the positive correlation identified between the frequency of social media use in the workplace and increased work performance. This suggests that more frequent engagement with social media positively influences the overall output and productivity of employees within the educational institutions under scrutiny in this study.

Interestingly, the study found a positive correlation between increased social media usage frequency in the workplace and participants' improved work performance, contrary to some earlier studies (*Munene and Nyaribo, 2013; Gaudin, 2009; Diercksen et al., 2013b*) that suggested a negative impact on employee productivity.

These results align with *Aguenza et al.'s (2012)* research, affirming the positive effects of social media on employee two-way communication and cooperation. The findings also support studies by *Leftheriotis and Giannakos (2014), Tulu (2017), Nduhura and Prieler (2017), Tajudeen et al. (2018), and Robertson and Kee (2017)* that establish a positive relationship between social media usage in the workplace and various positive outcomes.

Moreover, this study revealed that using social media as a temporary escape from a demanding and unsatisfying job contributed to increased work performance. This underscores the nuanced ways in which social media can impact individuals' workplace experiences and productivity.

REFERENCES

- Aguenza, B.B., Al-Kassem, A.H., Som, A.P.M. (2012), Social media and productivity in the workplace: Challenges and constraints. *Interdisciplinary Journal of Research in Business*, 2(2), 22-26.
- Bae, M. (2018), Understanding the effect of the discrepancy between sought and obtained gratification on social networking site users' satisfaction and continuance intention. *Computers in Human Behavior*, 79, 137-153.
- Blumler, J.G., Katz, E. (1974), *The Uses of Mass Communications: Current Perspectives on Qualifications Research*. California, United States: Sage Publications.
- Cha, J. (2010), Factors affecting the frequency and amount of social networking site use: Motivations, perceptions, and privacy concerns. *First Monday*, 15(12), 2889.
- Diercksen, M., DiPlacido, M., Harvey, D., Bosco, S.M. (2013a), Generational differences in use of social media in today's workplace. *Psychology Research*, 3(12), 762-771.
- Diercksen, M., DiPlacido, M., Harvey, D., Bosco, S.M. (2013b), The Effects of Social Media in Today's Workplace. *Proceedings for the Northeast Region Decision Sciences Institute*. p946-952.
- Gao, Q., Feng, C. (2016), Branding with social media: User gratifications, usage patterns, and brand message content strategies. *Computers in Human Behavior*, 63, 868-890.

- Gaudin, S. (2009), Study: Facebook Use Cuts Productivity at Work. Available from: <http://www.computerworld.com/article/2526045/web-apps/study--facebook-use-cuts-productivity-at-work.html>. [Last accessed on 2018 Jul 18].
- Heravi, A., Mubarak, S., Choo, K.K.R. (2018), Information privacy in online social networks: Uses and gratification perspective. *Computers in Human Behavior*, 84, 441-459.
- Jiang, H., Luo, Y., Kulemeke, O. (2016), Leading in the digital age: A study of how social media are transforming the work of communication professionals. *Telematics and Informatics*, 33, 493-499.
- Khan, M.L. (2017), Social media engagement: What motivates user participation and consumption on YouTube? *Computers in Human Behavior*, 66, 236-247.
- Lee, C.S., Ma, L. (2012), News sharing in social media: The effect of gratifications and prior experience. *Computers in Human Behavior*, 28, 331-339.
- Lee, J., Lee, H. (2012), Canonical correlation analysis of online video advertising viewing motivations and access characteristics. *New Media and Society*, 14(8), 1358-1374.
- Leftheriotis, I., Giannakos, M.N. (2014), Using social media for work: Losing your time or improving your work? *Computers in Human Behavior*, 31, 134-142.
- Martensen, M., Börgmann, K., Bick, M. (2011), The Impact of Social Networking Sites on the Employer-employee Relationship. 24th Bled eConference, eFuture: Creating Solutions for the Individual, Organisations and Society, Bled, Slovenia. p242-256.
- Munene, A.G., Nyaribo, Y.M. (2013), Effect of social media pertication in the workplace on employee productivity. *International Journal of Advances in Management and Economics*, 2(2), 141-150.
- Nduhura, D., Prieler, M. (2017), When I chat online, I feel relaxed and work better: Exploring the use of social media in the public sector workplace in Rwanda. *Telecommunications Policy*, 41, 708-716.
- Papacharissi, Z., Rubin, A.M. (2000), Predictors of internet use. *Journal of Broadcasting and Electronic Media*, 44(2), 175-196.
- Phillips, J.G., Reddie, L. (2007), Decisional style and self-reported email use in the workplace. *Computers in Human Behavior*, 23, 2414-2428.
- Pittman, M., Reich, B. (2016), Social media and loneliness: Why an instagram picture may be worth more than a thousand twitter words. *Computers in Human Behavior*, 62, 155-167.
- Robertson, B.W., Kee, K.F. (2017), Social media at work: The roles of job satisfaction, employment status, and facebook use with co-workers. *Computers in Human Behavior*, 70, 191-196.
- Seman, S.A.A. (2014), Organizational member use of social networking sites and work productivity. *International Journal of Innovation, Management and Technology*, 5(1), 30-34.

- Skeels, M.M., Grudin, J. (2009), When Social Networks Cross Boundaries: A Case Study of Workplace Use of Facebook and LinkedIn. Vol. 10. Group: Proceedings of the ACM 2009 International Conference on Supporting Group Work. p 95-104.
- Tajudeen, F.P., Jaafar, N.I., Ainin, S. (2018), Understanding the impact of social media usage among organizations. *Information and Management*, 55, 308-321.
- Tulu, D.T. (2017), Should online social medias (OSMs) be banned at work? The impact of social medias on employee productivity in Ambo University, a case study. *Research in International Business and Finance*, 42, 1096-1102.
- Wang, Z., Tchernev, J.M., Solloway, T. (2012), A dynamic longitudinal examination of social media use, needs, and gratifications among college students. *Computers in Human Behavior*, 28, 1829-1839.
- Whiting, A., Williams, D. (2013), Why people use social media: A uses and gratifications approach. *Qualitative Market Research: An International Journal*, 16(4), 362-369.