Role of Social Media in Enhancing Employee Performance

Ume Sumayya, Dr. Kalpina Kumari, Dr. Sara Rashid and
Dr. Khurram Shakir

Abstract--- *This research uses an exploratory approach to emphasize the importance of social media sites within corporations. It studies the intervening role of employee voice and employee engagement in the association between social media sites and employee performance specifically within the educational sector of Pakistan. Cross sectional data was collected from 250 faculty members teaching in various universities of Karachi, using simple random sampling. The derived hypotheses were tested through partial least square structural equation modelling method (PLS-SEM). The research outcomes statistically supported the influence of social media sites on employee performance using employee voice as a mediator. The research supported the fact that in today's digital era employee voice and engagement are the key to enhance the worker's productivity. The research findings can be used by academicians and human resource managers for formulating and evaluating their Human resource policies.*

Keywords--- *Social Media Sites, Employee Performance, Employee Empowerment, Employee Engagement, Employee Voice.*

Declarations of Interest: *none.*

I. INTRODUCTION

Social media sites (SMS) are web based stages for correspondence. There are various uses of SMS such as discussions, sharing data and web creation content. They enable clients to make open profiles and interface with one another. SMS could be amazing assets for improving knowledge and helping workforce to secure great professional outcomes. Thus, SMS could help personnel in self-advancement, imagination, correspondence improvement, learning and data sharing, and innovative abilities .On the other hand, SMS could progress toward becoming wellsprings of inconvenience causing frail performance and unsuitable professional outcomes.

The springing of various social media sites that has seamlessly connected people around the globe is indeed a breakthrough in the field of communication (Bennett, Freelon, & Wells, 2010). Social media sites can be aptly defined as a medium of communication, making use of online platforms where users are connected via the Internet (Cox & Rethman, 2011). Social media sites enable individuals to not only be in contact with a single person but they can be multi-tasking and be connected to several individuals at the same time, despite being at geographically different locations. Furthermore, people have the opportunity to be a part of even more engaging activities; for e.g. they can share and receive media such as pictures and videos and even give and take information through this highly lucrative electronic platform. Social media sites bridge the communication gap over long distances and certainly do accelerate the communication process anytime and from anywhere (Rahman & Wok, 2018) .

Ume Sumayya, Assistant Professor, Iqra University, Pakistan. E-mail: sumayya@iqra.edu.pk
Dr. Kalpina Kumari, Assistant Professor, Iqra University, Karachi, Pakistan. E-mail: kalpina@iqra.edu.pk
Dr. Sara Rashid, Assistant Professor, Iqra University, Karachi, Pakistan. E-mail: sara.khurram@iqra.edu.pk
Dr. Khurram Shakir, Lecturer, Benazir Bhutto University, Karachi, Pakistan. E-mail: khurramshakir@yahoo.com

To name a few, Facebook, LinkedIn and Twitter are some of the most frequently used social media sites by people to stay in touch with their loved ones i.e., friends, family and co-workers (Berkovich & Avigur-Eshel, 2019).Twitter can be classified as an exclusive kind of communication channel because of the word limit on its posts that is of 140 words, with users not necessarily be knowing each other. The Twitter family was of around 41 million users by2009 (Borgmann et al., 2018). On the other hand, LinkedIn is a purely business-related platform with around 85 million members aboard this platform (Ewing, Men, & O'Neil, 2019).

IM, Classmates, and MySpace are some of the social media sites that we knew of and were popular, before Facebook dominated the social landscape (Kapidzic, 2019). Orkut is the preferred social media sites platform in India and Brazil, with Hi5 being commonly used in Spanish speaking countries (Kapidzic, 2019).Mixi is well-known in Japan, Sweden makes use of LunarStorm, Poland has 68 Grono, whilst Australia, the United Kingdom and New Zealand make use of Bebo as the preferred social media sites (Boz, 2018).The primary goal of this research was to explore the positive outcomes of social media interms of enhancing employee performance.

II.   THEORY

The crucial importance of fostering social relationships to positively impact employee performance and organizational competitiveness is fast being realized by organizations and gaining momentum (Akdere, 2005). The process of developing individual and organizational values through social relationships that have its roots in psychological processes and has been elaborated upon through a theoretical framework by the name of SCT (Watson & Papamarcos,2002). Social capital can be defined as a tool that equips an organization to "create, maintain and use relationships to achieve organizational goals"(King & Lee, 2016).A lot of evidence has been gathered that is in favor of social capital that drives positive results by instilling a sense of goodwill and trust amongst its members (Bisung et al., 2014). Precisely, "social capital is more likely to develop where there is effective communication and cooperation" (Doherty & Misener, 2008). Human resource is fast being revolutionized for the sole purpose of creating an environment that is conducive to productivity with positive relationships being prioritized that makes use of human expertise, SCT informs many human resource studies (Akdere, 2005; Storberg, 2002; Watson & Papamarcos, 2002)

An indispensable component of SCT is the effective flow of communication. Analysis of how to upgrade IC practices is highly emphasized, as it plays a crucial role in enhancing employee performance at work and also ensuring organizational sustainability through positive social relationships. The springing of various social media sites that has seamlessly connected people around the globe is indeed a breakthrough in the field of communication (Bennett et al.,2010). Social media sites can be aptly defined as a medium of communication, making use of online platforms where users are connected via the Internet (Cox &Rethman, 2011). Social media sites enable individuals to not only be in contact with a single person but they can be multi-tasking and be connected to several individuals at the same time, despite being at geographically different locations. Furthermore, people have the opportunity to be a part of even more engaging activities; for e.g. they can share and receive media such as pictures and videos and even give and take information through this highly lucrative electronic platform. Social media sites bridge the communication gap over long distances and certainly do accelerate the communication process anytime and from

anywhere (Hantula et al., 2011).

2.1 Social Media Sites and Employee Performance

The presence of social media sites smoothens and facilitate the communication process which in turn boosts employee performance (Wong, Ou, Davison, Zhu, & Zhang, 2016). Social media sites enable employees to have the floor open for bi-lateral information sharing and to work together as a team (Skeels &Grudin, 2009; Stafford & Mearns, 2009). Moreover, it can also be employed as a teaching tool to train employees at different levels to take the maximum benefit out of employee's time and also make it lucrative irrespective of location (Cox & Rethman, 2011; Ferreira & du Plessis, 2009).

Different organizations have varying view about how social media should be incorporated at the office. While some encourage its usage others are skeptical to allow the usage of social media during years for the fact that it negatively impacts employee performance (Sykes, Venkatesh, & Johnson, 2014).The use of social media sites at workplace help to forge meaningful work relationships with peers and help in PR and link building as well (Cao, Guo, Vogel, & Zhang, 2016). When Zhang and Venkatesh (2013), conducted a research on how different social media platforms can influence employees perform at workplace, came to the conclusion that social media sites have a positive influence on their overall performance. The literature review, further elaborates that social media sites are a great way to cut down on cost and time, which in turn boosts organizational profits (Harandi & Abdolvand, 2018). Simultaneously, it is believed that social media sites directly impact trends in advertising, consumer innovation and relationship management in organizations. According to previous researches, we propose the following hypothesis :

H₁: Social media sites are positively related with employee performance.

2.2 Social Media Sites and Employee Voice

According to Boxall and Purcell (2003), employee voice can be defined as: "Employee voice is the term increasingly used to cover a whole variety of processes and structures which enable, and sometimes empower employees, directly and indirectly, to contribute to decision-making in the firm". Social media sites are fun and keep things eventful and lively and are even more suitable for countries like Pakistan where young people comprise of majority of the workforce. Young employees are tech savvy and engaging them on social media sites is not adifficult task. Hence, encouraging the use of social media sites can serve as an effective internal communication tool to pay close attention to employee voice. As per the literature review, the following hypothesis has been laid down:

H2: Social media sites are positively related with employee voice.

2.3 Employee voice and Employee performance

According to Perlow and Williams (2003).When employees feel they do not have a platform to voice their opinion, and they bottle up their feelings which can have a direct negative impact on their creativity, motivation, productivity and ultimately their overall performance at workplace. The following given hypothesis has thus been formulated based on the above literature search.

H3: Employee voice is positively related to employee performance.

2.4 Mediating Role of Employee Voice

Practitioners of human resource management and scholars interpret the term "employee voice" from different perspectives. Some definitions fail to do justice to the exact meaning of the term as they are subjective to the situation in which they are being applied in the organization. According to (Dundon, Wilkinson, Marchington, & Ackers, 2004) observation the term "employee voice" has contrary meanings. Employee voice encompasses any such opportunity where the employee has the liberty to voice their opinion and hence take a part in the decision-making of the organization (Boxall & Purcell, 2011). Employee voice can be described as, voicing your opinion on important matters or complications within the organization.

Employee voice ensures that employees feel valued and being an influential part of the organization which ultimately affects their performance. This has further been ascertained by (Royer, Waterhouse, Brown, & Festing, 2008). Employees are like stakeholders to the company and treating them in such a manner bears positive outcomes as the employees feel invested.

The exchange of knowledge and the transfer of creative ideas lead to a pool of creative innovations and unique ideas being accumulated in a very different way which is beneficial for the entire organization as a whole and the development of dynamic capability over a span of time (Danneels, 2002). In the long run, this creative mix along with the proactive competencies of the team leads to strengthening the management to bring about and lead the change.As per the literature review that has been presented in the past, the following hypothesis has been laid down.

H4: Employee voice mediates the association between social media sites and employee performance.

2.5 Moderating Role of Employee Engagement

For the past two decades, there has been no one definition that truly encompasses the meaning of employee engagement and ever since, the phrases "employee engagement" and "work engagement" have been used in a similar meaning. There is no universal definition for the term, nevertheless, most definitions mutually accept that passion, determination, and the active participation of employees to provide quality services at their own free will is the true essence of "employee engagement" (Anitha, 2014). It has been concluded by these scholars that a high level of employee engagement gives rise to satisfied customers, positive feedback and an overall improved organizational performance. Alternatively, employee engagement can be described as the intellectual and emotional inclination of employees that they exhibit at the workplace in their respective job roles (Amhalhal, Anchor, & Dastgir, 2015).

The following given hypothesis has thus been formulated based on the above literature search.

H5: Employee Engagement has a positive moderating effect on the relationship between usage of social media sites and employee voice.

2.6 Moderating role of Employee Empowerment

When employees perceive empowerment, the positive relation between the employee voice and employee performance under discussion becomes even more highlighted. Highly capable employees, who are also motivated, are being able to perform much better when they are empowered, because as the definition suggests, empowerment is all about eliminating such factors that deter an employee from achieving maximum productivity (Conger &

Kanungo, 1988).Thus, it can be argued here that when employees are more empowered they have a stronger employee voice and hence have higher levels of employee performance. The following given hypothesis has thus been formulated based on the above literature search.

H6: Employee empowerment has a positive moderating effect on the relationship between employee voice and employee performance.
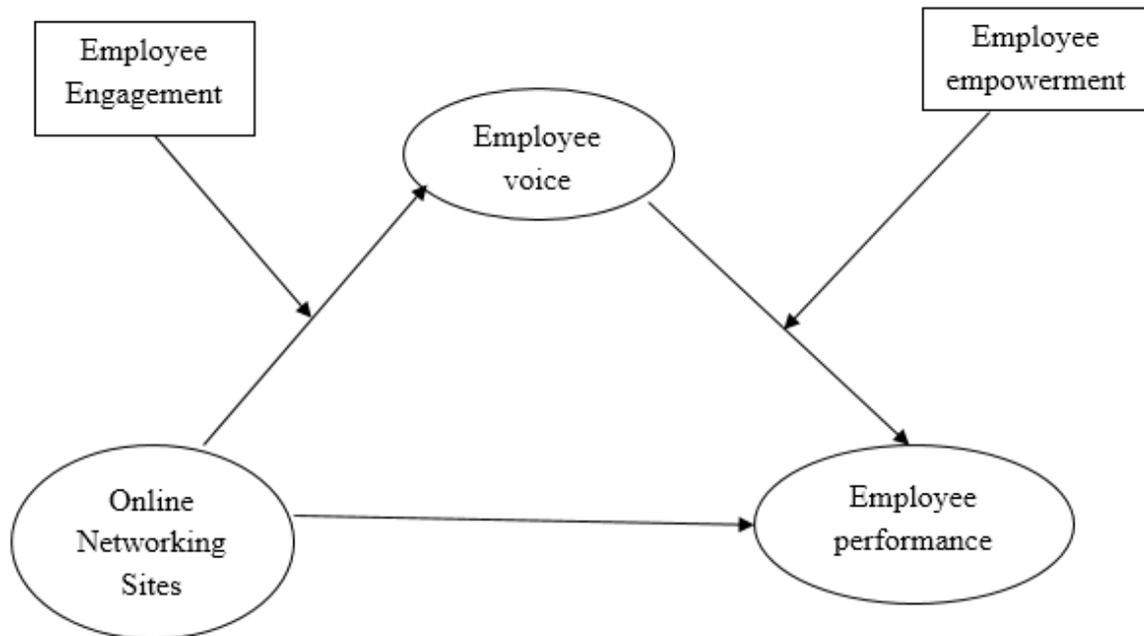

Figure 1: Conceptualized Model

III. MATERIALS AND METHODS

A survey was carried out for data collection using a 5-points Likert scale questionnaire where 1 was considered as a strongly disagree and 5 was as a strongly agree. The questionnaire consisted of six parts: the first part was the measure of use of social media, second part was the measure of employee voice, third part was the measure of employee performance, the fourth part was the measure of employee engagement, the fifth part was the measure of employee empowerment and sixth part was about the participant's demographic information.

Measurement items were selected from validated questionnaires used in previous researches. The measure of the use of social media was carried out by using the scale from Wang, Yang and Chen (2016). It was made to measure 10 items with two dimensions-perceived usefulness and perceived ease of use. The scale claims to have a high internal consistency level according to the reliability analysis (Cronbach's Alpha) of the scale which was calculated as $\alpha = 0.941$. Social sciences have set the acceptable threshold as 0.7 and above. The scale for the measurement of employee voice was adopted from the research of Botero and Van Dyne (2009). The measure consisted of 9 items. Internal consistency level (Cronbach's Alpha) of this scale was calculated as $\alpha = 0.868$, which is again at a high level. Employees' job performance was measured from (Koopmans et al.2014; Coole2003) comprising of 15 items with three dimensions (Time management, Task Performance and Contextual performance) and its reliability

analysis calculate up to $\alpha = 0.871$. Item 6 in the scale was a reverse coded item. The scale used to measure employee's empowerment was adopted from (Niehoff, Moorman, Blakely, & Fuller, 2001), which consisted of 16 items with four dimensions (Power = 5 items, Knowledge = 4 items, Information = 4 items and rewards = 3 items). Reliability analysis of the measure was calculated as $\alpha = 0.871$. Employee engagement was measured by using a scale which was adopted from the research of Soane et al. (2012). The scale consisted of 8 items with a high internal consistency level of $\alpha = 0.868$.

This survey was prepared mainly for the employees that had been employed in the educational sector of Pakistan, using a simple random sampling technique to determine the sample. The survey was ensured to be formally permitted by the concerned authorities and that the volunteers were not coerced into taking the survey. All volunteers filled the questionnaire willingly. The randomness of a given sample gives the most reliable survey and statistics. To obtain an effective result, the sample size should either be 30 to 500 samples, should be repeated at least ten times or should gave a greater number of variables including dependent, independent, mediating, moderating and control variables. Therefore, samples of 280 questionnaires was sent to be distributed in different universities. The volunteers were selected from different backgrounds, age groups, genders and even domains to increase the reliability of the survey. However, the return rate was 92%; therefore, only 260 questionnaires were received. Out of those 260, a detailed analysis showed that 250 were completed and used further for the calculation of statistics.

The estimations in this study are carried out by Partial Least Square (PLS) method. This technique is very useful while testing small sample size and it provides comprehensive analysis regarding variables and items used in the scale (Hair, Sarstedt, & Ringle, 2012). The PLS method has an ability to deal latent construct in situations of non-normality and can assess partial relationships without having fully structured model (Chin, 1998).

IV. METHODOLOGY AND DATA ANALYSIS

The data for this research is collected from faculty members in different universities of Pakistan. Primary source is used for data collection and purposive convenience sampling technique is used in this study due to limited resources and time constraints. A well devised questionnaire was sent to 280 faculty members of different universities in Pakistan.

The estimations in this study are carried out by Partial Least Square (PLS) method. This technique is very useful while testing small sample size (Reinartz, Haenlein, & Henseler, 2009)and it provides comprehensive analysis regarding variables and items used in the scale. Hair, Sarstedt and Ringle (2014). The PLS method has an ability to deal latent construct in situations of non-normality and can assess partial relationships without having fully structured model (Hair, Risher, Sarstedt, & Ringle, 2019).

4.1 Survey Findings

The survey questionnaires returned from 280 faculty members from different universities of Pakistan. Only 250 questionnaires found completely filled and rest of 30 questionnaires were removed from study on grounds that were either found incomplete or not properly filled. So in this study only 250 questionnaires were processed out of 280

for data analysis.

Table 1: Respondents Profile

Education		PhD	M.Phil.	Masters	Total
Gender	Male	26	62	40	128
	Female	15	81	26	122
Total		41	143	66	250

4.2 Measurement Model Analysis

Hair, Hult, Ringle, & Sarstedt, (2017), suggest that construct reliability and validity for the internal consistency of measurement model can be verify through factor loading, composite reliability, Cronbach alpha, average variance extracted, convergent validity and discriminant validity. For factor loading Hair, Black, Babin, Anderson and Tatham (2006), recommended that values should be above 0.5 and ideally 0.7 or higher in this study all constructs items factor loading ranging from 0.623 to 0.990 which are higher than minimum limit .For constructs reliability minimum level of Cronbach's Alpha values 0.7 suggested by Taber (2018)and for convergent validity minimum composite reliability values 0.7 and average variance extracted values 0.5 are proposed by researchers (Farrell, 2010). Table 1 below depicts that all minimum acceptable values are achieved and fulfill the requirements of reliability and convergent validity of measurement model. For assessment of discriminant validity, the Heterotrait-monotrait HTMT method is used Henseler, Ringle & Sarstedt (2015), suggested that the values under 0.85 are acceptable for discriminant validity.The table 2 of discriminant validity shows that all the values are under 0.85 and latent constructs have no issue of collinearity.

Table 2: Summary of Reliability and Validity of Measurement Model

	Factor Loading	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Employee Engagement		0.909	0.910	0.562
EE1	0.890			
EE2	0.899			
EE3	0.633			
EE4	0.681			
EE5	0.767			
EE6	0.680			
EE7	0.776			
EE8	0.614			
Employee Empowerment		0.979	0.978	0.736
EM1	0.677			
EM11	0.706			
EM12	0.787			
EM13	0.872			
EM14	0.990			
EM15	0.946			
EM16	0.963			
EM2	0.756			
EM3	0.829			
EM4	0.929			
EM5	0.853			
EM6	0.920			
EM7	0.937			
EM8	0.693			
EM9	0.888			

EMM10	0.888			
Employee Performance		0.939	0.938	0.502
EP1	0.764			
EP10	0.703			
EP11	0.805			
EP12	0.658			
EP13	0.815			
EP14	0.761			
EP15	0.744			
EP2	0.648			
EP3	0.674			
EP4	0.648			
EP5	0.657			
EP6	0.653			
EP7	0.676			
EP8	0.658			
EP9	0.731			
Employee Voice		0.908	0.905	0.516
EV1	0.727			
EV2	0.679			
EV3	0.694			
EV4	0.656			
EV5	0.748			
EV6	0.674			
EV7	0.698			
EV8	0.783			
EV9	0.794			
EV1	0.727			
Online Networking Sites		0.922	0.921	0.541
SM1	0.623			
SM10	0.773			
SM2	0.728			
SM3	0.737			
SM4	0.704			
SM5	0.803			
SM6	0.796			
SM7	0.747			
SM8	0.751			
SM9	0.671			

After profiling the reliability and validity has been constructed by assessing factor loading, Cronbach alpha, composite reliability (CR) and average variance extracted (AVE).

Table 3: Discriminant Validity Heterotrait - Monotrait Ratio (HTMT)

	EE	EM	EP	EV	SM
EE					
EM	0.173				
EP	0.546	0.348			
EV	0.682	0.155	0.735		
SM	0.640	0.241	0.764	0.706	

4.3 Structural Model Fit Analysis

The structural model fit is generally tested by the value of R Square (Coefficient of determination) as it determines the projecting strength of the model. R Square refers the variance in dependent variable explain by all independent variables associated with dependent variable. (Hair et al.,2017). In this study the R Square values for Employee performance and Employee voice are 0.704(70%) and 0.618(61%) respectively which deem good for the

model fitness. Further SRMR standardized root mean square residual value is used for the fitness of structural model which shows the dissimilarity between the correlation of observed and model implied matrix. Hu & Bentler (1999) suggested SRMR value should be less than 0.08. For this study the SRMR value of model is 0.062 which can be accepted as a good fit. Hence measurement model and structural model results confirm that the model of the study is valid to run PLS.

Table 4: Summary of PLS Analysis

	Path Coefficients(β)	P Values
SM -> EP	4.407	0.000
SM -> EV	5.368	0.000
EV -> EP	4.723	0.000
SM -> EV -> EP	3.910	0.000
Moderating Effect 1 > EV	2.306	0.021
Moderating Effect 2 > EP	0.978	0.328

Table 5: Hypotheses Assessment Summary

Hypothesis	Results
H1: Social media sites are positively related with employee performance.	Supported
H2: Social media sites are positively related with employee voice.	
H3: Employee voice is positively related to employee performance.	Supported
H4: Employee voice mediates the association between social media sites and employee	Supported
performance.	Supported
H5: Employee engagement has a positive moderating effect on the relationship between	
usage of social media sites and employee voice.	Supported
H6: Employee empowerment has a positive moderating effect on the relationship between	
employee voice and employee performance.	Not Supported

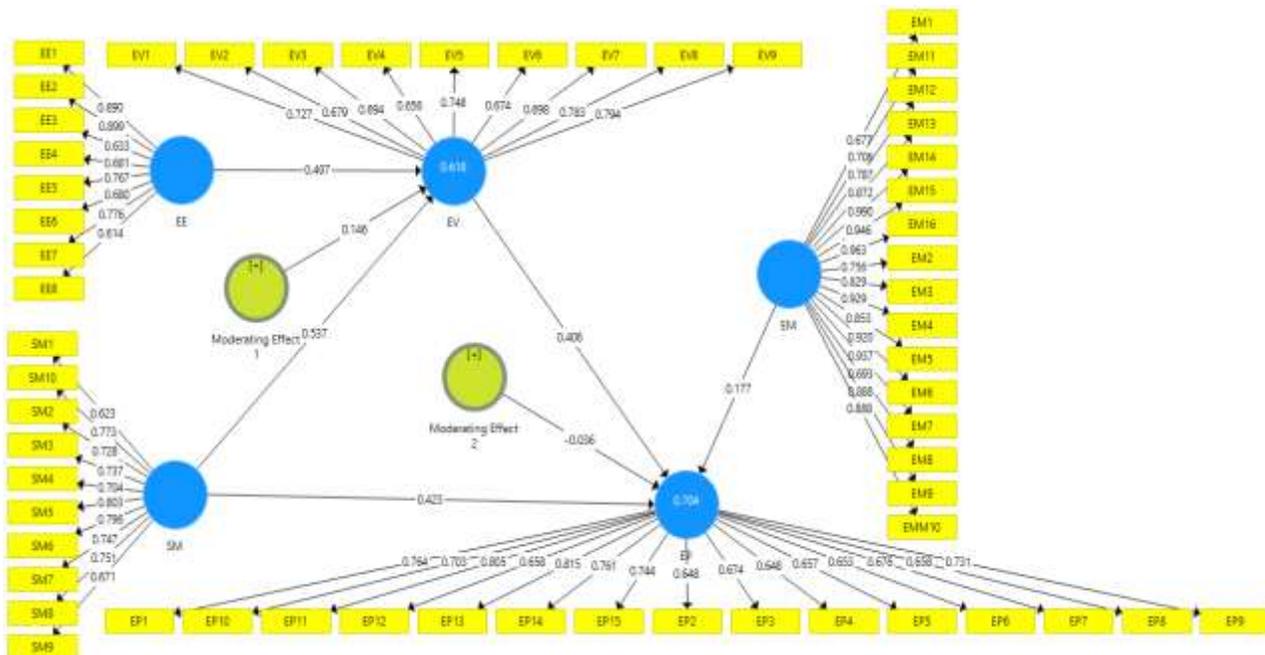
Figure 2: Path Coefficients and Significant Values of Model

V.   DISCUSSION

Pakistan is marked as a high power distance country as indicated by Hofsfede's cultural dimensions therefore

this study provides an insight into the importance of employee empowerment to enhance the work capacity of faculties in universities marked by a culture of high power distance .Secondly, the results of this study also explain why previous studies found that employee engagement is not very effective in reducing work–conflict. Unlike employee voice and empowerment helps faculties to maintain their working environment and employment concentration, which may necessarily help in reducing work– conflict. However, by allowing faculties to maintain their career, employee performance may help faculties' role expansion (being able to carry out both work and social roles), which may be more effective in increasing employee satisfaction and performance (Hashim, 2019).

The research outcomes statistically supports the view that employee voice mediates the association between online networking sites and employee performance. The presence of social media sites smoothens and facilitate the communication process which in turn boosts employee performance as concluded by (Ewing et al., 2019). Different organizations have varying view about how social media should be incorporated at the office (Nisar, Prabhakar, & Strakova, 2014). While some encourage its usage others are skeptical to allow the usage of social media during years for the fact that it negatively impacts employee performance (Valos, Mavondo, Nyadzayo, 2019). It is a fact that employees do not find themselves online on social media sites just for the sake of information sharing and gaining but is also a popular place to socialize virtually, catch up with friends, fulfill their social needs and build connections online (Ewing et al., 2019).The current study support that Social media sites are positively related with employee performance which has been supported by Song, Wang, Chen, Benitez and Hu (2019). The literature review, further elaborates that social media sites are a great way to cut down on cost and time, which in turn boosts organizational profits (Harandi & Abdolvand, 2018; Bautista, León, Rojas, & Raymundo, 2019).

 The exchange of knowledge and the transfer of creative ideas lead to a pool of creative knowledge being accumulated in a very different way which is beneficial for the entire organization as a whole and the development of dynamic capability over a span of time. Thus, (Rasheed, Shahzad, Conroy, Nadeem,& Siddique, 2017)studies conclude that employee voice is mediating between the social networking and employee performance.

VI.   CONCLUSION

It is concluded that one can practically implement contemporary methods of running a team through the incorporation of a stronger employee voice and the widespread use of social media sites. Hence employee voice serves as a mediating factor between the usage of social media platforms and employee performance supported by the current study. An employee's commitment and quality of work is the measure of level of employee performance of an organization (Beloor, Nanjundeswaraswamy,&Swamy, 2017). An employee's positive mindset is determined by his level of commitment, absorption and vigor which makes him more mentally present at work and minimizes work-related errors according to Walden, Jung and Westerman (2017). Thus, employees who are engaged at the workplace exhibit a stronger employee voice during social media sites usage. Hence, employee engagement serves as a moderator was not supported by the current study. Highly capable employees, who are also motivated, are being able to perform much better when they are empowered, because as the definition suggests, empowerment is all about eliminating such factors that deter an employee from achieving maximum productivity (Caniëls, Neghina, & Schaetsaert, 2017; Yaghubi, 2019).Employee empowerment moderates the association between employee voice and

employee performance was supported by this study. When employees are more empowered they have a stronger employee voice and hence have higher levels of employee performance. In conclusion, this study contributes unique knowledge to the current body of literature that connects online networking sites on employee performance, as well as employee empowerment and voice among all the different universities faculty in Pakistan.

FUNDING

REFERENCES

[1]   Akcay, Ü.,&Güngen, A. R. (2019). *The making of Turkey's 2018-2019 economic crisis* (No. 120/2019). Working Paper.
[2]   Akdere, M. (2005). Social capital theory and implications for human resource development. *Singapore Management Review*, *27*(2), 1-25.
[3]   Amhalhal, A., Anchor, J., &Dastgir, S. (2015). The effectiveness of the use of multiple performance measures: The influence of organizational contingencies.
[4]   Anitha, J. (2014). Determinants of employee engagement and their impact on employee performance. *International journal of productivity and performance management*.
[5]   Bautista, A., León, A., Rojas, J., & Raymundo, C. (2019, August). Strategic Planning Model to Increase the Profitability of an HR Outsourcing SME Through Digital Transformation. In *International Conference on Human Interaction and Emerging Technologies* (pp. 856-862). Springer, Cham.
[6]   Beloor, V., Nanjundeswaraswamy, T. S., &Swamy, D. R. (2017). Employee commitment and quality of work life–a literature review. *The International Journal of Indian Psychology*, *4*(2), 175-188.
[7]   Bennett, J., Owers, M., Pitt, M., & Tucker, M. (2010). Workplace impact of social networking. *Property Management*, *28*(3), 138-148.
[8]   Bennett, W. L., Freelon, D., & Wells, C. (2010). The Internet And The Networked Communication Technologies Based Upon. *Handbook of Research on Civic Engagement in Youth*, 393.
[9]   Berkovich, I., &Avigur-Eshel, A. (2019). Opening the Black Box of Digital Activism in Education in the Neoliberal Age: Lived Experience and Patterns of Use of Social Media. In *Digital Protest and Activism in Public Education: Reactions to Neoliberal Restructuring In Israel*. Emerald Publishing Limited.
[10]   Bisung, E., Elliott, S. J., Schuster-Wallace, C. J., Karanja, D. M., & Bernard, A. (2014). Social capital, collective action and access to water in rural Kenya. *Social science & medicine*, *119*, 147-154.
[11]   Borgmann, H., Cooperberg, M., Murphy, D., Loeb, S., N'dow, J., Ribal, M. J., & Wirth, M. (2018). Online Professionalism—2018 Update Of European Association of Urology (@ Uroweb) Recommendations on the Appropriate Use of Social Media. *European Urology*, *74*(5), 644-650.
[12]   Botero, I. C., & Van Dyne, L. (2009). Employee voice behavior: Interactive effects of LMX and power distance in the United States and Colombia. *Management Communication Quarterly*, *23*(1), 84-104.
[13]   Boxall, P., & Purcell, J. (2003). Strategy and human resource management: management, work and organisations. *Hampshire, Palgrave MacMillan*.
[14]   Boxall, P., & Purcell, J. (2011). *Strategy and human resource management*. Macmillan International Higher Education.
[15]   Boz, H. (2018). Social Relationship Network and Communication at Old Age. *Cypriot Journal of Educational Sciences*, *13*(1), 81-93.
[16]   Caniëls, M. C., Neghina, C., &Schaetsaert, N. (2017). Ambidexterity of employees: the role of empowerment and knowledge sharing. *Journal of Knowledge Management*.
[17]   Cao, X., Guo, X., Vogel, D., & Zhang, X. (2016). Exploring the influence of social media on employee work performance. *Internet Research*, *26*(2), 529-545.
[18]   Chin, W. W. (1998). The partial least squares approach to structural equation modeling. *Modern methods for business research*, *295*(2), 295-336.
[19]   Conger, J. A., &Kanungo, R. N. (1988). The empowerment process: Integrating theory and practice. *Academy of management review*, *13*(3), 471-482.

[20] Coole, D. R. (2003). The effects of citizenship performance, task performance, and rating format on performance judgments.
[21] Cox, J. T., &Rethman, K. M. (2011). Setting expectations: Social networking at work. *Ohio Law.*,*25*, 16.
[22] Cox, J. T., &Rethman, K. M. (2011). Setting Expectations: Social Networking at Work. *Ohio Law. 25*, 16.
[23] Danneels, E. (2002). The dynamics of product innovation and firm competences. *Strategic management journal*, *23*(12), 1095-1121.
[24] Doherty, A., &Misener, K. (2008). Community sport networks. In *Sport and social capital* (pp. 133-162). Routledge.
[25] Dundon, T., Wilkinson*, A., Marchington, M., & Ackers, P. (2004). The meanings and purpose of employee voice. *The International Journal of Human Resource Management*, *15*(6), 1149-1170.
[26] Ewing, M., Men, L. R., &O'neil, J. (2019). Using Social Media to Engage Employees: Insights from Internal Communication Managers. *International Journal of Strategic Communication*, *13*(2), 110-132.
[27] Farrell, A. M. (2010). Insufficient discriminant validity: A comment on Bove, Pervan, Beatty, and Shiu (2009). *Journal of Business Research*, *63*(3), 324-327.
[28] Ferreira, A., & Du Plessis, T. (2009). Effect of online social networking on employee productivity. *South African Journal of Information Management*, *11*(1), 1-11.
[29] Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (1998). *Multivariate data analysis* (Vol. 5, No. 3, pp. 207-219). Upper Saddle River, NJ: Prentice hall.
[30] Hair, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., & Thiele, K. O. (2017). Mirror, mirror on the wall: a comparative evaluation of composite-based structural equation modeling methods. *Journal of the Academy of Marketing Science*, *45*(5), 616-632.
[31] Hair, J. F., Ringle, C. M., &Sarstedt, M. (2012). Partial least squares: the better approach to structural equation modeling? *Long Range Planning*, *45*(5-6), 312-319.
[32] Hair, J. F., Risher, J. J., Sarstedt, M., &Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*.
[33] Hantula, D. A., Kock, N., D'Arcy, J. P., &DeRosa, D. M. (2011). Media compensation theory: A Darwinian perspective on adaptation to electronic communication and collaboration. In *Evolutionary psychology in the business sciences* (pp. 339-363). Springer, Berlin, Heidelberg.
[34] Hashim, M. (2019). *Mediational Role of Job Satisfaction between Servant Leadership and Employee's Loyalty and Organizational Performance in Universities of Peshawar* (Doctoral dissertation, Preston University, Kohat.).
[35] Henseler, J., Ringle, C. M., &Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the academy of marketing science*, *43*(1), 115-135.
[36] Hu, L. T., &Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural equation modeling: a multidisciplinary journal*, *6*(1), 1-55.
[37] Kapidzic, S. (2019). The Social Academic: A Social Capital Approach to Academic Relationship Management on Social Media. *Information, Communication & Society*, 1-16.
[38] King, C., & Lee, H. (2016). Enhancing internal communication to build social capital amongst hospitality employees–the role of social media. *International Journal of Contemporary Hospitality Management*.
[39] Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., de Vet, H. C., & van der Beek, A. J. (2014). Measuring individual work performance: Identifying and selecting indicators. *Work*, *48*(2), 229-238.
[40] Niehoff, B. P., Moorman, R. H., Blakely, G., & Fuller, J. (2001). The influence of empowerment and job enrichment on employee loyalty in a downsizing environment. *Group & Organization Management*, *26*(1), 93-113.
[41] Nisar, T. M., Prabhakar, G., &Strakova, L. (2019). Social media information benefits, knowledge management and smart organizations. *Journal of Business Research*, *94*, 264-272.
[42] Perlow, L., & Williams, S. (2003). Is silence killing your company? *Ieee Engineering Management Review*, *31*(4), 18-23.
[43] Rahman, M. A., & Wok, S. (2018). Mediating Effect Of Communication Ethics Practised On Work Ethics Relationships With Social Media Use, Motives For Using Social Media And Internet Surfing Etiquette. *JurnalKinabalu*.
[44] RajaeeHarandi, S., &Abdolvand, N. (2018). Investigating the effect of online and offline workplace communication networks on employees' job performance: Considering the role of culture. *Journal of Global Information Technology Management*, *21*(1), 26-44.

[45]   Rasheed, M. A., Shahzad, K., Conroy, C., Nadeem, S., & Siddique, M. U. (2017). Exploring the role of employee voice between high-performance work system and organizational innovation in small and medium enterprises. *Journal of Small Business and Enterprise Development*.

[46]   Reinartz, W., Haenlein, M., &Henseler, J. (2009). An empirical comparison of the efficacy of covariance-based and variance-based SEM. *International Journal of research in Marketing*, *26*(4), 332-344.

[47]   Royer, S., Waterhouse, J., Brown, K., &Festing, M. (2008). Employee voice and strategic competitive advantage in international modern public corporations–an economic perspective. *European Management Journal*, *26*(4), 234-246.

[48]   Sarstedt, M., Ringle, C. M., Henseler, J., & Hair, J. F. (2014). On the emancipation of PLS-SEM: A commentary on Rigdon (2012). *Long range planning*, *47*(3), 154-160.

[49]   Skeels, M. M., &Grudin, J. (2009, May). When social networks cross boundaries: a case study of workplace use of facebook and linkedin. In *Proceedings of the ACM 2009 international conference on Supporting group work* (pp. 95-104). ACM.

[50]   Soane, E., Truss, C., Alfes, K., Shantz, A., Rees, C., &Gatenby, M. (2012). Development and application of a new measure of employee engagement: the ISA Engagement Scale. *Human resource development international*, *15*(5), 529-547.

[51]   Song, Q., Wang, Y., Chen, Y., Benitez, J., & Hu, J. (2019). Impact of the usage of social media in the workplace on team and employee performance. *Information & Management*, *56*(8), 103160.

[52]   Stafford, C., & Mearns, M. A. (2009). What happens when organisations embrace social networking? Knowledge sharing at a multinational business solutions corporation. *South African Journal of Information Management*, *11*(4).

[53]   Storberg, J. (2002). The evolution of capital theory: A critique of a theory of social capital and implications for HRD. *Human Resource Development Review*, *1*(4), 468-499.

[54]   Sykes, T. A., Venkatesh, V., & Johnson, J. L. (2014). Enterprise system implementation and employee job performance: Understanding the role of advice networks. *MIS quarterly*, *38*(1), 51-72.

[55]   Taber, K. S. (2018). The use of Cronbach's alpha when developing and reporting research instruments in science education. *Research in Science Education*, *48*(6), 1273-1296.

[56]   Valos, M.J., Mavondo, F.T. and Nyadzayo, M.W., 2019. How do alternative strategic orientations influence social media performance?. *Journal of Strategic Marketing*, *27*(1), pp.1-20.

[57]   Walden, J., Jung, E. H., &Westerman, C. Y. (2017). Employee communication, job engagement, and organizational commitment: A study of members of the Millennial Generation. *Journal of Public Relations Research*, *29*(2-3), 73-89.

[58]   Wang, M.-H., Yang, T.-Y., & Chen, Y.-S. (2016). How Workers Engage in Social Networking Sites at Work: A Uses and Gratification Expectancy Perspective. *International Journal of Organizational*

[59]   Watson, G. W., &Papamarcos, S. D. (2002). Social capital and organizational commitment. *Journal of business and psychology*, *16*(4), 537-552.

[60]   Wong, L. H., Ou, C. X., Davison, R. M., Zhu, H., & Zhang, C. (2016). Web 2.0 and communication processes at work: Evidence from China. *IEEE Transactions on Professional Communication*, *59*(3), 230-244.

[61]   Yaghubi, A. (2019). A Study on the Effects of the Employees Psychological Empowerment on Promotion of the Human Resources Productivity (A Case Study). *American Journal of Service Science and Management*, *6*(1), 12.

[62]   Zhang, X., &Venkatesh, V. (2013). Explaining employee job performance: The role of online and offline workplace communication networks. *Mis Quarterly*, 695-722.