

Effect of Social Media Overload on Employees' Job Performance in Nepalese Banking Sector

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Abstract

This study examines the effect of social media overload on employees' job performance in Nepalese banking sector. Employees' job performance is the dependent variable. The selected independent variables are poor communication, time management, shared vision, social interaction and work-life balance. The study is based on the primary data with 126 respondents. To achieve the purpose of the study, structured questionnaire is prepared. The correlation and multiple regression models are estimated to test the significance and effect of social media overload on employees' job performance in Nepalese banking sector.

The study showed a negative impact of poor communication on employees' job performance. It indicates that poor communication provided by banks leads to decrease the employees' job performance in banking sector. Likewise, time management is positively correlated to employees' performance. It indicates that effective time management leads to increase the performance of employees in banks. Similarly, shared vision is positively correlated to employees' job performance. It indicates that to increase the employees' performance goals and vision be shared. Further, social interaction is also positively correlated to the employees' job performance. It indicates that regular team-building activities leads to increase the employees' job performance. Moreover, work-life balance is positively correlated to the employees' job performance. It indicates that flexibility in work hours leads to increase the employees' job performance.

Keywords: Poor communication, time management, shared vision, social interaction, work-life balance, employees' job performance

1. Introduction

Banks are the financial institution that provides services like loan, certificates of deposits etc. to its customers. However, despite government efforts in Tanzania to promote banks activities, not much progress seems to have been achieved, judging by the performance of the informal sector (Nkonoki, 2010). Stokes (1992) argued that the smallest banks are most vulnerable and that those that grow are less likely to fail than those that do not. This means that there is a great danger of remaining small. Social interaction is a dynamic social relationship involving relationships between individuals, between human groups and between people and groups. Interaction occurs when two people or groups meet each other and meetings between individuals and groups where communication occurs between the two parties (Yulianti, 2003). Social interaction is intended as a mutual influence between individuals and groups in their efforts to solve expected problems and in their efforts to achieve their goals (Ahmadi, 2004). Interaction between workers has an important role. A good relationship will create a more comfortable work environment, so it is necessary for every employee to feel comfortable with the dynamics of communication that occur in the workplace.

Employee performance is often associated with organizational efforts in developing new products (called innovation performance), profits achieved, sales growth, and market share achievements (Zhang, 2010). Job performance is often defined as the value of a series of employee behaviors that contribute positively or negatively to the achievement of organizational goals. This definition of job performance includes behavior within the control of employees but places boundaries where the behavior is (and is not) relevant to job

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performance (Colquitt *et al.*, 2019). Job performance can be divided into task performance and performance; the latter mainly involving job-related behavioral factors. Behavioral performance is represented by spontaneous behavior and extra roles in the workplace, further divided into positive behavior and negative behavior (Bogler & Somech, 2005).

Akingunola *et al.* (2018) investigated the impact of microfinance on banks in Ogun State, Nigeria. The study revealed that there is a negative relationship between intermediary financial services (credit disbursement) and MSES. The study also showed that there is a positive relationship between microcredit and business expansion. Similarly, Rotich *et al.* (2015) claimed that access to savings schemes; managerial training and loan grace period are statistically significant in determining the performance of banks. The study also found that increasing provision levels of microfinance will result in increased performance of micro enterprises.

Kumar and Devi (2014) studied that social media is a suitable tool for customers to learn more about financial institutions and deepen employees' interplay. Olorunnisola (2013) examined that social media connection on the digital landscape has the potential of adding (or reducing) meaning and more understanding. Social media influence must not be measured in terms of the sheer volume of fans or followers a person has, but rather the person's ability to demonstrate expertise in a topic and sway other into action (Lovett, 2011). Imran and Jian (2018) stated that social media orientation and workplace performance. This framework developed based on extensive literature. The study used the conceptual modelling methodology. The study concluded that future studies should validate empirically the proposed research framework. The study showed that commercial bank has a positive relationship with workplace performance, which leads to higher performance.

According to Werotew (2010), environmental factors such as social, economic, political and legal along with, internal (personal) factors like individual attitudes, training and technical know-how are all the constraints that are challenging the success of Ethiopians commercial banks. However, banks across the industrial world still account for a significant fraction of developed build up. Commercial bank plays some defined roles in the economy that support and strengthen the growth of a nation (Mwobobia, 2012). The independent and private ownership (sole proprietorship or partnership) of banks always endorse uncertainty (Keasey and Watson, 1994).

According to Arinaitwe (2006), banks are countenance with the problems of lack of expertise, lack of managerial skills, inadequate legislature to protect banks against the competitions from limited finance. Carter and Jones-Evans (2006) analyzed the followings as the strategic problems of commercial banks unavailability, financial resources, marketing problems and customer concentration, poor management skills, lack controls and technology skills. Blanchflower *et al.* (2001) found a lower probability of preferring self-employment among women after controlling for other factors. The study also found that businesses are not confined to their native boundaries instead are operating overseas, consequently resulting in increased product lines/offering, hence a variety of alternatives available for their customers.

Zewde (2002) identified that the MSE sector characterized by a number of highly diversified activities, which can create job opportunity for a large segment of the population. Van *et al.* (2003) found that macro environmental issues such as inflation, interest rates and unemployment were the main factors negatively affecting the success of small businesses in major urban areas. Daniel (2012) stated that unfavorable roads, power interruption, shortage of water and inaccessible telecommunications are the major challenges and without which primary, secondary and tertiary production cannot function. The study showed that the

majority of banks in Iran are not quite well equipped in terms of education and skills.

Wiklund and Shepherd (2003) found that entrepreneurial orientation can enhance the effects of other variables on performance of commercial banks. More specifically, the study stated that knowledge-based resources applicable to discovery and exploitation of opportunities are positively related to enterprise performance and that entrepreneurial orientation enhances this relationship. Banks that are entrepreneurial in their orientation are better positioned manage the effects of the macroeconomic shocks on their business activities (Soininen *et al.* 2012). Sundaram and Vanneman (2008) revealed that in the areas where the share of women is higher in the labor force in India, female literacy rate is lower.

Gyanwali and Bunchapattanasakda (2019) identified the significant relationship between marketing and performance of banks in Nepal. The study found that small and medium banks have limited facilities from government and they have lacking enterprise friendly environment. Bhusal (2011) showed that the owner's personal savings was main source of start-up financing and additional financing is done through access to loan from banks and financial institutions. Likewise, Ghimire (2011) examined the prospects and challenges and contribution banks for the economic development of the Nepal. The study showed positive relationship between bank technologies and financial literacy. Thapa (2015) revealed that the entrepreneur related factors, particularly gender, managerial skills, need for achievement, need for autonomy, creative tendency, internal locus of control and managerial foresight, enterprise-related factors, particularly enterprise age, enterprise size and initial financial constraint and environment-related factor, particularly social network were the key factors determining the performance of bank.

Banking sector contributes highly to the country's economy by reducing the level of unemployment, reduction in poverty levels. The role of bank in the development of the country is significant (Bayati and Taghavi, 2007). The study suggested that banks have the ability to make a meaningful reduction in the high level of unemployment. Besides assisting in curbing the high level of unemployment, banks can be used as a means of transforming the country by redistributing the productive assets amongst the previously disadvantaged. Nioroge and Gathungu (2013) revealed that the entrepreneurs were able to do simple daily book keeping of transactions but were not able to do complex financial statements. The study also revealed that entrepreneur may be reporting an increase in profits and may seem to be registering growth, lack of training on financial, strategic management and marketing will mean that the banks will not grow beyond the first stage of development to other stages and will hence eventually fail.

The above discussion shows that empirical evidences vary greatly across the studies on social media overload on employees' job performance in banking sector. Though there are above mentioned empirical evidences in the context of other countries and in Nepal, no such findings using more recent data exist in the context of Nepal. Therefore, in order to support one view or the other, this study has been conducted.

The main purpose of the study is to analyze the effect of social media overload on employees' job performance in Nepalese banking sector. Specifically, it examines the impact poor communication, time management, shared vision, social interaction, and work-life balance on employees' performance in Nepalese banking sector.

The remainder of this study is organized as follows: section two describes the sample, data, and methodology. Section three presents the empirical results and final section draws the conclusion.

2. Methodological aspects

The study is based on the primary data. The data were gathered from 126 respondents through questionnaire. The study employed convenience sampling method. The respondents' views were collected on poor communication, time management, shared vision, social interaction, and work-life balance. This study is based on descriptive as well as causal comparative research designs.

The model

The model used in this study assumes that employees' job performance depends upon poor communication, time management, shared vision, social interaction, and work-life balance. The dependent variable selected for the study is employees' job performance. Similarly, the selected independent variables are poor communication, time management, shared vision, social interaction, and work-life balance. Therefore, the model takes the following form:

$$EJP = \beta_0 + \beta_1 PC + \beta_2 TM + \beta_3 SV + \beta_4 SI + \beta_5 WLF$$

Where,

EJP = Employees' job performance

PC= Poor communication

TM= Time management

SV= Shared vision

SI= Social interaction

WLF=Work-life balance

Poor communication was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include "Clear and timely communication is crucial for successful project completion.", "I feel comfortable expressing my concerns about communication issues within the team." and so on. The reliability of the items was measured by computing the Cronbach's alpha ($\alpha = 0.874$).

Time management was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include "I believe effective time management is crucial for job performance.", "I often find it challenging to prioritize tasks and manage my time effectively." and so on. The reliability of the items was measured by computing the Cronbach's alpha ($\alpha = 0.892$).

Shared vision was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include "I am familiar with the overall goals and vision of the organization.", "Team members within my organization share a common understanding of our collective goals." and so on. The reliability of the items was measured by computing the Cronbach's alpha ($\alpha = 0.902$).

Social interaction was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “I feel that social interactions positively contribute to a collaborative work environment.” “Regular team-building activities enhance social interaction among colleagues.” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.918$).

Work-life balance was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “Maintaining a healthy work-life balance is important for job satisfaction.” “Flexibility in work hours contributes positively to achieving work-life balance.” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.907$).

Employees’ job performance was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “To what extent do you believe social media overload has impacted your job performance?”, “How confident are you in your ability to consistently meet job expectations despite social media overload?” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.922$).

The following section describes the independent variables used in this study along with the hypothesis formulation.

Poor communication

Neely & Mosley (2018) explored communication problems in management, the study identified if they remain focused on any assignment assigned to them. Organization activities are mostly executed in teams and the most elementary component of teamwork quality is the communication within the team (Pinto *et al.*, 1990). Locke (1976) argued that job involvement is a potentially important moderator between work experiences and individual outcomes. Communication may be intentional or unintentional, conventional or unconventional signals. It may also take linguistic or non-linguistic forms and may occur through a specific mode (Julia Scherba, 1992). Communication between employees’ and their employers can prevent all forms of counterproductive behaviors. In general terms, communication can be described as a process which conveys information between people. Communication between employees’ is also important in the achievement of organizational goals (Simon, 1947). Based on it, this study develops the following hypothesis:

H₁: There is a negative relationship between poor communication and employees’ job performance.

Time management

Adejo (2012) defined time management as the principles that individuals use to make conscious decision about the activities that occupies their time. Organizations that gain performance achieve higher customer patronage, satisfy their shareholders, stakeholders and are sustainable especially in the competitive business world (Eruteyan, 2008). Hisris and Peters (2002) investigated effective time management for high performance using survey research design method. The study revealed significant positive relationship between effective management of time in organizations and task performance. Based on it, this study develops the following hypothesis:

H₂: There is a positive relationship between time management and employees' job performance.

Shared vision

A shared vision inspires the entire organization to hopefulness and success (Boyatzis and McKee, 2005). The importance of shared vision for the organization (Senge, 1992). The importance of shared vision is currently motivating the publication of studies that attempt to observe their positive effects on organizational performance (Cohen *et al.*, 2007). Oswald *et al.* (1994) analyzed that when organizations are guided by a shared vision, employees' may view their contributions as meaningful. Shared vision has a positive impact on employees' job performance (Chen and Wei, 2020). A shared vision capability can provide goal clarity by mitigating ambiguities and conflicting interests (Jansen *et al.*, 2000). Shared vision not only strengthens the company, it can unite family members whether or not they are employed in the business and can reduce unproductive conflict among family in the firm (Kellermanns and Eddleston, 2004). Based on it, this study develops the following hypothesis:

H₃: There is a positive relationship between shared vision and employees' job performance

Social interaction

Social interaction is a dynamic social relationship involving relationships between individuals, between human groups and between people and groups. Interaction occurs when two people or groups meet each other and meetings between individuals and groups where communication occurs between the two parties (Yulianti, 2003). Social interaction is intended as a mutual influence between individuals and groups in their efforts to solve expected problems and in their efforts to achieve their goals (Ahmadi, 2004). Interaction between workers has an important role. Network ties represent the breadth and strength of the relationships, and the communication frequency among employees' (Chiu *et al.*, 2006). Trust evolves from social interactions (Gulati, 1995). Deepening mutual understanding can reduce uncertainty about other people's behaviors and intentions as a prerequisite of trust (Valenzuela *et al.*, 2009). The more we recognize others, the more we may trust or distrust them (Newton, 1999). Ahmadi (2004) found that social interaction is intended as a mutual influence between individuals and groups in their efforts to achieve their goals. Based on it, this study develops the following hypothesis:

H₄: There is a positive relationship between social interaction and employees' job performance.

Work-life balance

According to Abendroth and Dulk (2011), work-life balance refers to the harmonious interface between the different domains of life. Daipuria and Kakar (2013) defined work-life balance as seeking for a balance between work from life and feeling comfortable with both work and family commitments. According to Orogbu *et al.* (2015), the individual is an integral part of the family in particular and the society in general, therefore, work life balance is an important phenomenon and is of great concern to both private and public sector organizations. Kossek *et al.* (2013) defined work life balance as satisfaction and perceptions of success in meeting work and non-work role demands, low levels of conflict among roles and opportunity for inter-role enrichment. Byrne (2005) stated that the success in achieving a balance between work and life can bring multiple benefits to employers since employees' are more motivated, productive, and less stressful. Bloom (2006) found that work-life balance has proven to be the significant predictors of various organizational outcomes, including

employee retention and productivity. Based on it, this study develops the following hypothesis:

H₅: There is a positive relationship between work-life balance and employees' job performance.

3. Results and discussion

Correlation analysis

On analysis of data, correlation analysis has been undertaken first and for this purpose, Kendall's Tau correlation coefficients along with mean and standard deviation has been computed and the results are presented in Table 1.

Table 1

Kendall's Tau correlation coefficients matrix

This table presents Kendall's Tau coefficients between dependent and independent variables. The correlation coefficients are based on 126 observations. The dependent variable is EJP (Employees' job performance). The independent variables are PC (Poor communication), TM (Time management), SV (Shared vision), SI (Social interaction) and WLB (Work-life balance).

Variables	Mean	S.D	JP	TM	PC	SV	SI	WB
JP	4.312	0.787	1					
TM	4.300	0.703	0.692**	1				
PC	4.335	-0.728	0.719**	0.695**	1			
SV	4.316	0.726	0.716**	0.695**	0.737**	1		
SI	4.345	0.707	0.743**	0.677**	0.765**	0.750**	1	
WB	4.359	0.761	0.737**	0.664**	0.708**	0.710**	0.779**	1

Note: The asterisk signs (**) and (*) indicate that the results are significant at one percent and five percent levels respectively.

Table shows the Kendall's correlation coefficients of dependent and independent variables for employees' job performance of Nepalese banking sector. The study shows that poor communication is negatively correlated to employees' performance. It indicates that poor communication provided by employees' leads to decrease the performance of employees'. Likewise, time management is positively correlated to employees' job performance. It indicates that adoption of time management leads to increase the employees' job performance. Further, shared vision is positively correlated to employees' job performance. It indicates that shared vision leads to increase the employees' job performance. In addition, social interaction is also positively correlated to the employees' job performance. It indicates that better coordination leads to increase the employees' job performance. Likewise, work-life balance is positively correlated to the employees' job performance. It indicates that maintaining a healthy work-life balance leads to increase the employees' job performance.

Regression analysis

Having indicated the Kendall's Tau correlation coefficients, the regression analysis has been carried out and the results are presented in Table 2. More specifically, it shows the regression results of poor communication, time management, shared vision, social interaction and work-life balance on employees' job performance.

Table 2

Estimated regression result of poor communication, time management, shared vision, social interaction, and work-life balance on employees' job performance

The results are based on 126 observations using linear regression model. The model is $E = \beta_0 + \beta_1 PC + \beta_2 TM + \beta_3 SV + \beta_4 SI + \beta_5 WLB + e$, where the dependent variable is EJP (Employees' job performance). The independent variables are PC (Poor communication), TM (Time management), SV (Shared vision), SI (Social interaction), and WLB (Work-life balance).

Model	Intercept	Regression coefficients of					Adj. R _{bar} ²	SEE	F-value
		TM	PC	SV	SI	WB			
1	0.465 (1.753)	0.895 (14.688)**					0.636	0.475	215.748
2	0.584 (2.244)*		0.860 (14.526)**				0.631	0.478	211.013
3	0.642 (2.414)*			0.850 (13.996)**			0.616	0.489	195.895
4	0.203 (0.871)				0.946 (17.841)**		0.721	0.416	318.304
5	0.679 (2.768)*					0.833 (15.026)**	0.646	0.468	255.790
6	0.102 (0.407)	0.505 (5.510)**	0.470 (5.314)**				0.702	0.429	146.086
7	-0.085 (0.352)	0.434 (4.863)**	0.246 (2.368)*	0.232 (2.671)*			0.731	0.408	112.136
8	-0.255 (1.138)	0.289 (3.267)**	-0.10 (0.90)	0.232 (2.671)*	0.514 (4.965)**		0.755	0.373	106.837
9	-0.255 (1.138)	0.289 (3.267)**	-0.022 (0.207)	0.255 (2.593)*	0.514 (4.965)**	0.120 (1.253)	0.776	0.372	86.193

Notes:

1. Figures in parenthesis are t-values.
2. The asterisk signs (**) and (*) indicate that the results are significant at 1 percent and 5 percent level respectively.
3. Employees' job performance is dependent variable.

The regression results show that the beta coefficients for poor communication are negative with employees' job performance. It indicates that poor communication has a negative impact on employees' job performance. This finding is consistent with the findings of Chen & Wei, (2020). Likewise, the beta coefficients for time management are positive with employees' job performance. It indicates that time management has a positive impact on employees' job performance. This finding is consistent with the findings of Emenike *et al.* (2022). In addition, the beta coefficients for shared vision are positive with employees' job performance. It indicates that shared vision has a positive impact on employees' job performance. This finding is consistent with the findings of Chang, T. W. (2020). Similarly, the beta coefficients social interaction are positive with employees' job performance. It indicates that social interaction has a positive impact on the employees' job performance. This finding is consistent with the findings of Chen *et al.* (2022). In addition, the beta coefficients for work-life balance are positive with employees' job performance. It indicates that work-life balance has a positive impact on employees' job performance. This finding is consistent with the findings of Haider *et al.* (2018).

4. Summary and conclusion

Banks are the financial institution that provides services like loan, certificates of deposits etc. to its customers. However, despite government efforts in Tanzania to promote banks activities, not much progress seems to have been achieved, judging by the performance of the informal sector. Interaction between workers has an important role. A good relationship will create a more comfortable work environment, so it is necessary for every employee to

feel comfortable with the dynamics of communication that occur in the workplace.

This study attempts to examine the effect of social media overload on employees' job performance in Nepalese banking sector. The study is based on primary data of 126 respondents.

The study investigate the relationship of poor communication, time management, shared vision, social interaction and work-life balance with employees' job performance, to examine the relationship between work-life balance, job satisfaction and organizational commitment on employee performance among employees' in Nepalese banking sector, to analyze the role of personal engagement and time management and their relationship with employees' performance, to investigate the influence of social media on employees' work performance.

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