



Workplace Impact of Social Networking in Nepalese Organization

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Abstract

This study examines the workplace impact of social networking in Nepalese organization. Employee performance is selected as the dependent variable. Similarly, turnover intention, job satisfaction, social network participation, communication, organizational structure are selected as the dependent variables. This study is based on primary data with 121 observation. To achieve the purpose of the study, structured questionnaire is prepared. The correlation coefficients and regression models are estimated to test the significance and importance of different factors influencing workplace impact of social networking in Nepalese organization.

The study showed that that the communication has a positive impact on employee performance. It means that better the communication, better would be the employee performance. Similarly, turnover intention has a negative impact on employee performance. It means that increase in turnover intention leads to decrease in employee performance. Moreover, the job satisfaction has a positive impact on employee performance. It indicates that increase in job satisfaction leads to increase in employee performance. In addition, the social network participation has a positive impact on employee performance. It indicates that increase in social network participation leads to increase in employee performance. Likewise, the organizational structure has a positive impact on employee performance. It means that better the organizational structure, better would be the employee performance.

Keywords: turnover intention, job satisfaction, social network participation, communication, organizational structure and employee performance.

1. Introduction

Social networking is introduced as a gathering place for a large number of consumers. It is the warehouse of information and acts as a means of spreading information to build market presence (Tan *et al.*, 2012). Social networking facilitates workers to work more effectively through enhanced communication and collaboration capabilities as well as providing a plethora

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of detailed professional and personal information about contacts which can be immediately updated whenever people move jobs, offices or departments (Ward, 2007).

Rathnathilaka *et al.* (2016) found that the majority of employees visit social networking in their working hours. Aripin *et al.* (2011) found that social networks are creating risks, opportunities, threats, weaknesses and strengths for organizations. Aula (2010) found social networking sites expand the scope of reputation risks of business companies and boots risk dynamics.

Hunt (2010) found that social networking sites are not just for socialization nut it can also be used in hiring and introducing some information about companies. Wenger (2004) found that Communities of practice or communities of interest are groups of people who share a passion for something that they know how to do, and who interact regularly in order to learn how to do it better.

Bryan *et al.* (2007) concluded that the group of people who interact regularly, such as virtual teams, are bound to improve their skills through knowledge sharing. The study also concluded that notice should be taken to knowledge workers of today who not only function efficiently in large virtual teams, but thrive in such an environment to an extent where they advance their knowledge sharing skills. Yazdanifard and Yee (2014) concluded that social networking sites allow everyone and anyone to write their opinions and post it online, which not only brings advantages to the company but also disadvantages because certain users might defame the brand through word of mouth. Likewise, Nyaribo and Munene (2018) concluded that one of the challenges of this business age to enhance productivity of the workforce in order to increase profits and avoid wastage of resource.

Ashraf (2014) found that using social networking in organization is the topic of interest of human resources departments who have concern for employee's performance. Aula (2010) found social networking sites expand the scope of reputation risks of business companies and boots risk dynamics. The study found the threat and risk of social networking sites to reputation of business companies where it involves the influence of social network sites and how publicity can give negative impact to the reputation of a company.

Hunt (2010) found that social networking sites are not just for socialization nut it can also be used in hiring and introducing some information about companies. Likewise, the study found that if a company does not

embrace social sites like Facebook, LinkedIn and twitter as a recruitment tool might lose quality candidates. Wenger (2004) found that 'Communities of practice' or 'communities of interest' are groups of people who share a passion for something that they know how to do, and who interact regularly in order to learn how to do it better.

Bryan *et al.* (2007) concluded that the group of people who interact regularly, such as virtual teams, are bound to improve their skills through knowledge sharing. The study also concluded that notice should be taken to knowledge workers of today who not only function efficiently in large virtual teams, but thrive in such an environment to an extent where they advance their knowledge sharing skills. Funminiyi (2018) concluded incentives as key factor also contribute immensely to employee commitment in workplace. The study also concluded that decentralization system of control is crucial to employees' productivity and organizational development; also enhance rapid delivery of employee services, to both the organization and customers.

Abbas *et al.* (2019) found that social media had a positive impact on students' learning behavior for sustainable education. The study also found that social media had a significant impact on students' motivation and engagement in learning. The study concluded that social media helped students in their academic performance, enhanced their critical thinking skills, and improved their communication and collaboration skills. Bennett *et al.* (2010) found that the business advantages and benefits of social networking in the workplace are still very much underappreciated and undervalued. The study also found that social networking technology can facilitate improved workplace productivity by enhancing the communication and collaboration of employees which aids knowledge transfer and consequently makes organizations more agile.

Letierceet *al.* (2010) stated ability to facilitate communication was the most common cited reason that influenced the utilization social networking sites among academia. Through social networking sites, employee can easily connect and communicate with each other. Kaplan and Haenlein (2010) defined social media as a group of Internet-based applications that build on the technological and ideological foundations, which allows the creation and exchange of User-Generated Content (UGC). According to Hemdi and Nasurdin (2006), employee turnover intention can be reduced by increasing employee confidence through providing employee training and development programs, implementing a fair and formal appraisal system, and providing opportunities to improve employee careers.

In the context of Nepal, Gautam *et al.* (2020) examined the level of psychological distress experienced by individuals in Nepal during the COVID-19 pandemic. Gautam *et al.* (2020) found that females, individuals aged 18-24 years, those who were unmarried, and those with lower levels of education reported higher levels of psychological distress. The study concluded that the COVID-19 pandemic had a significant impact on the mental health of individuals in Nepal, and there is a need for mental health support and interventions to address the psychological distress caused by the pandemic. Nabi *et al.* (2017) found that time pressure moderated the relationship between information overload and information avoidance behavior, such that the positive relationship was stronger when participants felt more time pressure. The study concluded that effective business communication has an indisputable and obvious influence on employee's overall performance and satisfaction.

Khanal (2016) found that the excess of social networking site give an immense impact to the employees either towards the negative outcomes or the positive outcomes. The study also found that comparative advantage and sustainable supply chain practices mediated the relationship between social networking and firm performance.

Khanal (2016) concluded that those institutions which are aware of the basic concepts and principle of KM can effectively manage knowledge resources; are more innovative and have better performance than others who do not takes this factor into account. Sigdel (2020) concluded that the COVID-19 pandemic had a significant impact on the mental health of individuals in Nepal, and there is a need for mental health support and interventions to address the psychological distress caused by the pandemic.

The above discussion shows that the empirical evidences vary greatly across the studies on the workplace impact of social networking in organization. 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 workplace impact of social networking in Nepalese organization. Specifically, it examines the impact of turnover intention, job satisfaction, social network participation, communication, organizational structure of Nepalese organization.

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

2. Methodological aspects

This study analyzes the workplace impact of social networking in Nepalese organization, using the different weighted mean of five point Likert scale questionnaire sample. The dependent variable is employee performance and independent variables are communication, social media participation, job satisfaction, turnover intention and organizational structure.

The model

The model estimated in this study assumes that social networking depends upon the workplace of Nepalese organization. The dependent variables selected for the study is employee performance. Similarly, the selected independent variables are turnover intention, job satisfaction, social network participation, communication, organizational structure. Therefore, the model takes the following form:

$$EP = \beta_0 + \beta_1 C + \beta_2 OS + \beta_3 TI + \beta_4 SNP + \beta_5 JS + e$$

Where,

C= Communication

OS= Organization structure

TI= Turnover intention

SNP= Social networking participation

JS= Job satisfaction

EP= Employee performance

Communication was measured using a 5-point Likert scale where respondents were asked to indicate the responses using 1 for strongly agree and 5 for strongly disagree. There are 5 items and sample items include “Communication skills play a crucial role in building strong relationships with clients.”, “Job satisfaction enables me to adapt to changes and challenges more effectively.” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.828$).

Organization structure was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 6 for strongly agree. There are 6 items and sample items include “My organizational structure fosters a positive work culture and employee engagement”, “My organizational structure promotes knowledge sharing and learning across different departments.” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.504$).

Turnover intention 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 “My organization invests in employee training and development programs.”, “I feel satisfied with the recognition and e”, and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.787$)

Social networking participation 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 “Social networking participation positively impacts my overall job performance.”, “Participating in social networking activities improves my ability to communicate and collaborate effectively with colleagues and clients”, and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.705$).

Job satisfaction 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 satisfied with my job overall.”, “My job provides me with a sense of purpose and fulfillment.”, and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.860$).

Employee 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 “I believe the employee demonstrates a strong understanding of their role and responsibility.”, “I believe employees actively seeks opportunities for professional development and growth.”, and so on. The reliability of the feature was measured by computing the Cronbach’s alpha ($\alpha = 0.763$).

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

Communication

Communication behaviors are defined as consisting of interactions and actions or multiple combinations of these collective activities implemented in an appropriate way to enable an informal and formal conversation with certain objectives (Ellis and Fisher, 1980). Several professionals have expressed mixed opinions on communication competency used as a predictor of employee success (Ryan and Sackett, 1987). Ward (2006) found that social networking sites provide employees with a social platform for communication, collaboration and innovation. Based on it, this study develops the following hypothesis:

H₁: There is a positive relationship between communication and employee performance.

Organizational structure

Organizational structure was measured using a 5-item scale developed by Basit and Hassan (2018). A flexible organizational structure allows workers to work freely and perform according to their customer needs. Such type of structures gives way for a pro-active role and increases the employee job performance (Shafiee *et al.*, 2016). Organizations are keen and interested in its appropriate use hence understanding its effectiveness. In fact, social media has become a necessity at the workplace (Langer, 2014). Based on it, this study develops the following hypothesis:

H₂: There is a positive relationship between organizational structure and employee performance.

Turnover intention

According to Kumar (2011), turnover is a critical human resource issue in all sectors of the economy which affects productivity, product and service quality, and profitability. Employee turnover become a major concern for many organizations nowadays and high employee turnover have a devastating effect on a company, especially if the lost employees are high performers (Hassan, 2014). Based on it, this study develops the following hypothesis:

H₃: There is a negative relationship between turnover intention and employee performance.

Social network participation

According to Kaplan and Haenlein (2010), the era of social media started probably in the early 1990s, when the founders of ‘Open Diary’, Bruce and Susan Abelson, created an online social site which invited diary writers into one community. Similarly, Steenkamp and Hyde-Clarke (2014) explained social media as a platform which enables users of the media to exchange and share information. Ouiridi *et al.* (2014) explained social media as a web-based and mobile platform that allow users to share and add geographical information to user-generated content. Based on it, this study develops the following hypothesis:

H₄: There is a positive relationship between social media participation and employee performance.

Job satisfaction

Al-Ahmadi (2002) suggested that the pay is one of the determiners of the job satisfaction in the healthcare sector of Saudi Arabia. Mafini and Dlodlo (2014) found a positive association between the pay and the job satisfaction. Ashraf *et al.* (2008) found argued that compensation has a significant positive association with the job satisfaction while analyzing the job satisfaction in the employees of the Bangladeshi mobile phone companies. Employee satisfaction may simply be perceived as the feelings of individuals about the jobs (Spector, 1997). Ali (2008) found that job satisfaction has a significant negative association with turnover intention. Based on it, this study develops the following hypothesis:

H₅: There is a negative relationship between job satisfaction and employee 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 means and standard deviations have 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 121 observations. The independent variables are turnover intention (TI), job satisfaction (JS), social network participation (SNP), communication (C) and organizational structure (OS).

| Variable | Mean | S.D. | EP | TI | OS | SNP | C | JSS |
|----------|-------|-------|----------|---------|---------|---------|---------|-----|
| EP | 3.672 | 0.690 | 1 | | | | | |
| TI | 3.600 | 0.516 | -0.515** | 1 | | | | |
| OS | 3.766 | 0.625 | 0.480** | 0.435** | 1 | | | |
| SNP | 3.988 | 0.506 | 0.320** | 0.325** | 0.438** | 1 | | |
| C | 3.666 | 0.675 | 0.529** | 0.467** | 0.544** | 0.328** | 1 | |
| JS | 3.583 | 0.636 | 0.549** | 0.518** | 0.507** | 0.284** | 0.667** | 1 |

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

Table 1 shows the Kendall's Tau correlation coefficients of dependent and independent variables. The study indicates that communication is positively correlated to employee performance. This indicates that better the communication, better would be the employee performance. Likewise, turnover intention is negatively correlated to employee performance. This indicates that increase in turnover intention leads to decrease the employee performance. Similarly, the result shows that job satisfaction is positively correlated to employee performance. This indicates that increase in job satisfaction leads to increase the employee performance. Similarly, social network participation is positively correlated to employee performance. This indicates that increase in social network participation leads to increase the employee performance. Likewise, organizational structure has a positive relationship with employee performance. It states that better organizational structure leads to increase employee performance.

Regression analysis

Regression analysis is a statistical process for estimating the relationships among variables. The regression results were estimated where job satisfaction, communication, turnover intention, social network participation and organizational structure are used as independent variables and dependent variable is employee performance.

Table 2

Estimated regression results of job satisfaction, verbal communication, social network participation, social network participation and turnover intention on employee performance

The results are based on 121 observations using linear regression model. The model is $EP = \beta_0 + \beta_1 C + \beta_2 OS + \beta_3 TI + \beta_4 SNP + \beta_5 JS + e$ where the dependent variable is OP (employee performance). The independent variable are turnover intention (TI), job satisfaction (JS), social network participation (SNP), communication(C) and organizational structure (OS).

| Model | Intercept | Regression coefficients of | | | | | Adj. R ² | SEE | F-value |
|-------|------------------|----------------------------|--------------------|--------------------|---------------------|--------------------|---------------------|---------|---------|
| | | TI | OS | SNP | C | JS | | | |
| 1 | 0.716 (2.036) | -0.821 (8.492)** | | | | | 0.372 | 0.54709 | 72.108 |
| 2 | 1.274 (4.038) | | 0.627 (7.707)** | | | | 0.327 | 0.56624 | 59.397 |
| 3 | 1.316 (2.908) | | | 0.591 (5.250)** | | | 0.181 | 0.62472 | 27.564 |
| 4 | 1.028 (4.155) | | | | 0.721 (10.869)** | | 0.494 | 0.49114 | 118.126 |
| 5 | 1.232 (4.374) | | | | | 0.681 (8.799)** | 0.389 | 0.53963 | 77.431 |
| 6 | 0.225 (0.645) | 0.575 (5.355)** | 0.424 (4.760)** | | | | 0.451 | 0.51178 | 50.194 |
| 7 | 0.562 (1.708) | | 0.424 (4.760)** | 0.632 (3.256)** | | | 0.427 | 0.52263 | 45.706 |
| 8 | 0.733 (2.373) | | | 0.329 (3.348)** | 0.475 (4.926)** | | 0.437 | 0.51787 | 47.641 |
| 9 | 0.009 (0.023) | 0.543 (4.832)** | 339 (3.457)** | 0.109 (0.961) | | | 0.447 | 0.513 | 33.363 |

Note:

- i. Figures in parentheses are t-values.
- ii. The asterisk (**), (*) sign indicates that the results are significant at one percent and five percent level of significance respectively.
- iii. Employee performance (EP) is a dependent variable.

Table 2 shows that the beta coefficients for turnover intention are positive with employee performance. It indicates that the turnover intention has a positive impact on employee performance. This finding is similar to the findings of Moon and Kim (2001). Similarly, the beta coefficients for organizational structure are positive with employee performance. It indicates that organizational structure has a positive impact on employee performance. This finding is consistent with the findings of Yang and Jun (2002). Likewise, the beta coefficients for social network participation are positive with employee performance. It indicates that social network participation has a positive impact on employee performance. This finding is consistent to the findings of Kumbhar (2011). Likewise, the beta coefficients of communication are positive with employee performance. It indicates that communication has positive impact on employee performance. This finding is similar to the findings of Raza and Hassan (2015). It indicates that job satisfaction has positive impact on employee performance. It indicates that job satisfaction has positive impact on employee performance. This finding is in contrast to the findings of Al-Jammal *et al.* (2015).

4. Summary and conclusion

Internet has provided a new paradigm for communication and empowered millions of people to network socially beyond the geographical proximity. Online social networking has moved to mass adoption from a niche phenomenon (Wang, 2009). People use social networks for pouring of their human emotions.

This study attempts to examine the workplace impact of social networking in Nepalese organization. The study is based on primary data with 121 observations.

The study also showed that turnover intention, job satisfaction, social network participation, communication, organizational structure with employee performance in Nepalese organization.

The result shows that there is a positive relationship between turnover intention and employee performance. It reveals that valuable turnover intention sees employee performance. The study concluded that higher the turnover intention, job satisfaction, social network participation, communication, organizational structure higher would be the employee performance in Nepalese organization. The study also concluded that the most influencing factor is communication followed by job satisfaction that explains the employee performance.

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