Organizational Member Use of Social Networking Sites and Work Productivity

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Abstract—**This research was conducted to identify the relationship between social networking with work productivity among organizational members. The focus of this study is to understand how members of an organization use social networking sites during their office hours. Correlation research was conducted to examine SNS usage behavior and patterns among employees, as well as to investigate the relationship between SNS usage patterns with work productivity. Four variables were tested, including making connections and contact, sharing knowledge, learning new skills, and stress relief. Survey method was used to gather all information, and the data were analyzed using the SPSS 20 software. 250 questionnaires were distributed to support staff, with a response rate of 88%. Findings revealed that social networking use has a significant and moderate relationship with work productivity. Therefore, an organization should allow their employees to access SNSs during working hours, as the findings show that staff members in this organization have used and adapted to SNSs in a positive manner, and such use reduces stress and improves skills.**

Index Terms—**Social networking sites, organization members, work productivity.**

I. INTRODUCTION

With the advent of Information Communication Technology (ICT), social networking has taken a new dimension, building lots of new opportunities for individual, groups or even organization. The old offline meeting has evolved using "web" technologies, enabling users to interact thorough profiles preference, photos, video, discussion board and other applications provided.

Various authors have defined Social Networking Sites (SNSs) in different ways. [1] defined social networking as an electronic medium that empower individuals by using Internet and Web Based applications to connect, collaborate and interact in a new and easy ways. Meanwhile [2] distinguished two types of social networking sites, namely public social sites (run by commercial providers and often free of charge and internal social sites (used only within an organization). Contrastingly, [3] divided SNS into two main groups, business networks and leisure networks.

Many organizations are effectively utilized the using of SNSs to enhance employee productivity. According to [4], 55% of employees visit a social networking site at least once a week. While most people think SNSs as a time-waster;

numbers of studies proved the opposite results. There is growing evidence claiming that SNSs can be a powerful professional ally and also as an opportunity for business, organizations, and employees [5]. A number of studies show that employees who use social networking sites are 9% more productive than those who do not [6]. In similar study, he found that 70% who used the internet for personal surfing resulted in sharper employee's concentration. This was supported by [7] saying that by taking short breathers, the brain will be refreshed and renewed.

While professional and business users are broadening the reach of SNS into the corporate world, there has been increasing debate about how and when organizational members should be allowed to use them and how to ensure that SNS use will not affect work productivity. Many business professionals are still doubtful about the potential benefits of SNSs to the organization. Concerns have been raised about how organizational members' work productivity may be affected by time spent on SNSs.

[8] highlighted that "employer's worry that employees are wasting time on websites during working hours because it can reduce productivity and increase security risks to the company". In addition, employees spending a lot of time on social networking sites have caused employers to prohibit the use of sites during work hours [9]. Statistics also show that the average Internet user spends on average six hours per month on Facebook, which raises concerns on managers that those six hours may be spent in the workplace [10]. The biggest concern about SNS use in the workplace is employee lose their productivity from time wasted at work [11].Unfortunately, most of the issues have been raised through informal observation and/or personal experiences [12].

Therefore, as an initiative to fill the existing research gaps, this paper attempts to fulfil the following objectives:
- To identify the level of SNSs usage behaviours and pattern between employees in an organizations
- To identify the use of SNSs in the workplace
- To identify the relationship between SNSs usage behaviours and work productivities.

II. LITERATURE REVIEW

A. Social Networking Landscape

The history on Social Networking Sites begins in the 1978 when Bulletin Board System (BBS) was introduced. This was the first system that allowed users to sign in and interact with each other. It's then followed by Internet Relay Chat (IRC) in 1988 which allows its users to share files and

keeping in touch with one another. SNSs are starting to gain attention from many users with the introduction of Friendster in 2002. In 2003 MySpace and LinkedIn were introduced. This was then followed by Facebook in 2004 and Twitter in 2006. Facebook is now overtaking MySpace as the leading SNS [13]. Twitter was launched in 2006, introducing the concept of micro blogging services and allowing users to send and read text-based messages up to 140 characters [14]. Beside Twitter, Instagram is among the latest SNS to capture user attention, providing free photo sharing, filter applications and sharing on the service or a variety of other social networking services [15].
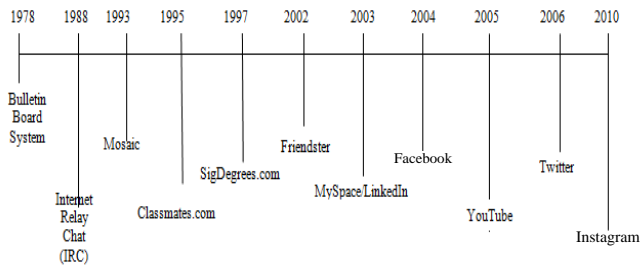

Fig. 1. Social networking landscape.

B. SNSs and Employee Work Productivity

Work productivity in an organization is a measure of how well and organized an organization member spends their time to complete daily tasks. Many organizations believe the widespread use of SNSs poses challenges to ensure organization productivity. [16] stated that SNSs used for personal purposes may negatively influence corporate productivity. This was supported by [17], who mentioned five risks that being faced in the organization who allowing the SNSs in their organization, including low productivity, damage to business operation, data leakage from staff, scams, and open access to an organization's network due to outdated passwords.

C. Social Networking in the Workplace

Various researches have been conducted to measure the pattern and usage behaviour of SNSs in the workplace. Statistics have shown that the average Internet user spends on average six hours per month on Facebook, which raises concerns on managers that the hours may be spent in the workplace [18]. Another report, by [19] claims some employees spend around two hours a day on Facebook in the workplace. It has also been argued that despite negative issues, the use of SNSs will also benefit the organizations.

SNSs were also used within the organization members as a communication tool, source to share information and knowledge, as a medium to relief their stress and to learn new skills. Social network is one good channel for communicating with others. It allows users to meet and make new relationships with users from all around the world. [20] stated the use of corporate social networks will cut down on unnecessary e-mails and instant messaging among employees. Using SNSs in the workplace will also allow customers to contact and communicate with the company easily.

SNSs allow users to obtain information easily. At the same time, it increases the speed of communication and provides easier access to information and encourages collaboration among peers [21]. [12] also found that 98% of their respondents used SNSs to relieve work stress.

According to [22] organizations that actively utilize the power of social networking may produce new opportunities, create new groups of like-minded individuals and companies and encourage new sources of industry specific wisdom, advice and expertise. This is also supported by [23] who highlighted that social networking sites are important for strengthening individuals to successfully explore, develop and adopts new ideas.

Fig. 2. Research framework.

III. METHODOLOGY

In order to empirically access the relationship between the SNS usage and work productivity, quantitative approaches were used. A self administered questionnaire was addressed to three different organizations with the same business orientation. A total of 250 questionnaires were randomly distributed to three different organizations with same business area with response rate 88%.

The questions were divided into three sections Demographic, independent and dependent variables. The independent variable focuses on four different variables, connections and contact (5 items), knowledge sharing (5 items), learning new skills (5 items) and stress relief (5 items). The scaling used in this research is the 5-point Likert scale as follows: 1-strongly disagree, 2-disagree, 3-neutral, 4-slightly agree and 5-strongly agree.

The survey was analyzed using Statistical Package for Social Science (SPSS) 20. Questions were adapted from various researches [3] [12]. A reliability test was conducted with the overall coefficient $\alpha=.924$ suggest that the questions comprising the indirect test are internal consistency.

TABLE I: RELIABILITY TEST

	No of items	Cronbach's (α)
Make connection and contact	5	0.825
Knowledge Sharing	5	0.824
Learn New Skills	5	0.779
Stress Relief	5	0.711
Work Productivity	5	0.742

IV. FINDINGS

A. Demographic Profiles

The questionnaires were answered by 88% of the

participants (*N*=221). The distribution of respondent by gender represents a different frequency. The result indicate that more than half of the respondents were female (70.6%) compared to male (20.6%). As for the age of the respondents, a total of 81 (37%) were below 30 years old. This was followed by the age of 31-40 (39%). A total of 53 (24%) respondents were aged more than 41 years old.

B. Use of Social Networking Sites in Workplace

RQ1: How are SNSs being used by organizational members'?

To understand the role of social networking sites, basic trends in participants' use of the sites, percentage of visiting, time spend in using SNSs, the reason for using them and participants usage behaviour pattern was analyzed. As can be seen in Table II, majority of organization member's use Facebook as their main Social Networking Sites. Surprisingly, the majority of them reported spending their time on SNSs between 1-30 minutes only. Most of them use SNSs to Chatting, checking and replying messages with the frequency (33%).

TABLE II: DESCRIPTIVE ANALYSIS

	Frequency	Percentage (%)
Social Networking Sites		
Twitter	27	12.2
MySpace	5	2.3
LinkedIn	4	1.8
Facebook	141	63.8
Instagram	17	7.7
Others	27	12.2
Time Spend		
1-30 minutes	157	71
31-60 minutes	39	17.6
61-90 minutes	16	7.2
91-120 minutes	8	2.7
Over 120 minutes	2	0.9
Never	1	0.5
Different Activities in SNSs		
Browsing friends' profiles/group pages	51	23.1
Viewing/Uploading images, videos, commenting on photos	43	19.5
Chatting, checking and replying message	73	33
Making Connection	10	4.5
Reading/Writing Forum	3	1.4
Others	26	11.8
	18	8.1
Total Respondents (N)	221	100%

Table III show the details about SNSs usage behaviour and style of visited networking sites received by the respondents. The findings describe that the mean rating for each login behavior in descending order from high to low were 'Log into the site only from my home, internet café or other places' (*M*=3.85, *SD*=1.24), 'Log into the site only after office hours before leaving the office' (*M*=3.34, *SD*=1.17), 'Log into the site only after finishing my office work, but during office hours' (*M*=3.16, *SD*=1.08), 'Log into the site in the morning, and while logged in keep on doing my office work' (*M*=3.15, *SD*=1.20), and ' Log into the site in the morning at the office, do some activity and log out and visit again during free time' (*M*=3.14, *SD*=1.21)

TABLE III: LOGIN BEHAVIOUR OF RESPONDENTS (*N*=221)

	N	Mean	Std. Deviation
Log into the site in the morning at the office, do some activity and log out and visit again during free time	221	3.14	1.21
Log into the site in the morning, and while logged in keep on doing my office work	221	3.15	1.20
Log into the site only after finishing my office work, but during office hours	221	3.16	1.08
Log into the site only after office hours before leaving the office	221	3.34	1.17
Log into the site only from my home, internet café or other places	221	3.85	1.24

C. Descriptive Analysis

RQ2: What are the purposes of using SNSs among employees?

Table IV illustrate the descriptive statistical analysis for social networking sites purposes. From the four variables, there are slightly differences of usage among the employees. The highest factor that influences organization to use SNSs in the organization is to share information and knowledge. This was supported by [21], as using SNSs provides easier access to information and encourage collaboration among peers. Stress relief is also among the highest factors contributing to high usage of SNSs. [12] also found that 98% of their respondents use SNSs to relieve work stress. Meanwhile, learning new skills and making connection and contacts scored the lowest job satisfaction level (*M*=3.71, *SD*=0.64; *M*=3.64, *SD*=0.82).

TABLE IV: THE USE OF SNSS IN WORKPLACE

	N	Mean	Std. Deviation
Make Connection and Contact	221	3.64	0.82
Knowledge Sharing	221	3.82	0.71
Learn New Skills	221	3.71	0.64
Stress Relief	221	3.81	0.72

D. Correlations between SNSs and Employee Work Productivity

H1 − there is a significant relationship between the usages of Social Networking Sites toward employee productivity.

In an attempt to investigate the relationship between make connection and contact, knowledge sharing, learn new skills

and stress relief with employees work productivity, correlation analyses were conducted. The researchers had checked the assumptions of normality, linearity, and homoscedasticity. The results are as shown below. The correlation matrix indicates positive and significant relationship exists within each variables and work productivity. However, each of the variables shows moderate relationship. As such, the researcher accepts the directional hypothesis.

TABLE V: CORRELATIONS BETWEEN VARIABLES

	1	2	3	4	5
Make Connection and Contact	1				
Knowledge Sharing	0.723**	1			
Learn New Skills	0.621**	0.7**	1		
Stress Relief	0.575**	0.546**	0.592**	1	
	0.429**	0.572**	0.615**	0.535	1

**. Correlation is significant at the 0.01 level (2-tailed)

V. DISCUSSION

The results of this study are in many ways contributing in confirming the existence framework and theory. Although many employees spend their time with social networking sites, but there is just moderate relation affecting their work productivity. This study finding proven those who used SNSs doesn't directly influence employees work productivity. This research may become a guideline for most of the employers. As many companies block or closely monitor social networking sites, the stigma of social networking as a time-wasting activity definitely seems not to be true in today's virtual society. Employees are now seem to be smart enough to not spending too much time using SNSs. SNSs can be a smart tool to encourage employees to become better people-persons in the workplace, which means they're skilled at communicating with others and even using SNSs to complete their tasks. Even it is use for a personal usage, if it's use in a short and unobtrusive breaks, it'll empowers the mind to response, allowing employees to be more focus for their daily tasks.

VI. LIMITATIONS AND FUTURE RESEARCH

The implications of this study should be interpreted with some reservation due to study's limitations. As a result of the challenges of data collection, a convenience sample was chosen; therefore this sample may not be representative of the SNSs population in most of the organizations. To improve the findings, further research should also be conducted using a greater sample size which can be used to generalize the results. A longitudinal study may yield a richer understanding of behavioral patterns, critical factors and how the factors influencing workers' productivity.

VII. CONCLUSION

The present study sought to identify the relationship between the social networking sites usage and work productivity. Based on the descriptive analysis conducted, it was found that majority of organizational members spent around 30 minutes using SNSs during working hours. The majority use SNSs to chat, checking and replying to messages. Correlation analysis has proven that there is moderate relationship between the SNS usage and work productivity.

Finally, it is expected that this study will enable organizations to understand and study the effectiveness of SNSs if accessible during office hours. Employees should also understand that despite the technology that has been provided, ones should not misuse it for personal purposes, which will leads to low work productivity.

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