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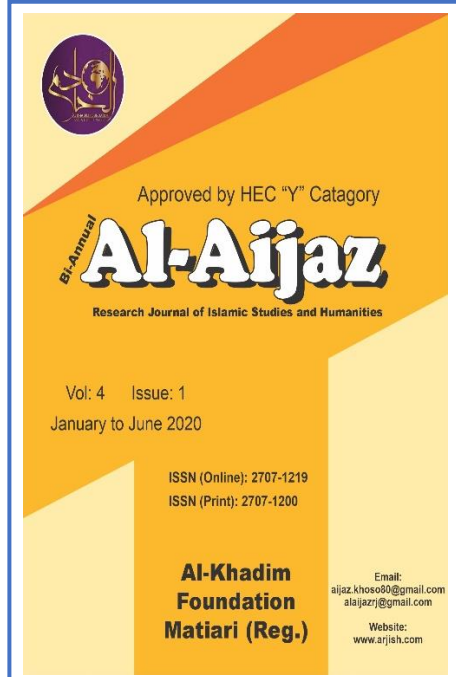
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### TOPIC:

Gauging the Influence of Social Media Addiction on Employees and Organization Performances with the Moderating Role of Masculinity in the Islamic Banks of Pakistan

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## Gauging the Influence of Social Media Addiction on Employees and Organization Performances with the Moderating Role of Masculinity in the Islamic Banks of Pakistan

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### Abstract

Social media addiction (SMA) has been increased in the office environment. It raised serious concern about its effects on employees and organization performances. The addiction blowout without age, gender, culture, and social class differentiation. To study its consequences on various facets of life has grown more importance. In this study, role of SMA among the employees and its consequences on the organization performance has been investigated through a cross-sectional survey method. The data were collected through adopted scales from middle-line managers of Islamic banks. The data then was analyzed by applying linear regression techniques in SPSS 24 software package to analyze the causality of relationships between the variables. It was found that there is a significant positive relationship exist between SMA and organization performance. While, SMA has been found less significant in influencing employees' performance. The relationship of SMA and employee's performance had been moderated by masculinity. Their performances have been interactive differently between males and females.

**Keywords:** Social media addiction, Organization performance, Employees performance, Masculinity, Moderation analysis, Islamic Banks

### 1. Introduction

The basis of Islamic banking and sector is based on the theoretical foundations of socio-economic development, maintain that the Qur'an uses two words for justice. Qist relates to appropriate human relations with other humans and the rest of 6 creations. Adl is used to indicate "the action of Allah to place everything in its rightful place" (Mirakhor & Askari, 2010, p.64). Thus, Islam teaches us to balance the relationship with humans and also explains that good relation with God depends on the ability to achieve social solidarity, unity and mutual respect among each other. Mirakhor and Askari (2010) in their book summarized that the Medina state was a great example governance, accountability of every person, protection property ownership, equal distribution of resources and redistribution of wealth, and structured rules regarding government income and expenditure. Every important component of the Medina society reflects the importance of encouraging and enhancing justice in societies.

The interest free economic system which was established by the Prophet Muhammad (S.A.W) in Medina state led to development of Islamic banking and finance settings. Similarly, Dubai Islamic Bank has set the basis of Islamic banking in Pakistan when they first time establish their Bank in 1975, the Islamic banking and finance sector has experienced significant growth and acknowledgement around the world (Rammal & Parker, 2013). Though there is

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uncertainty over interest free system that how this system would operate alongside the current conventional banking system, but still Islamic banking and finance sector market share is increased. The invasion of technology and usage of social media in twenty-first century has created some potential threats as well as opportunities in both Islamic and conventional banks. Similarly, usage of social media is also increased with the growth of Islamic banks. The extensive use of social media as a marketing tool also impacted the performance of the employees as they are addicted to social media (Naeem, 2019).

Current literature of Islamic banks has given little attention to the addiction of social media in the workplace. These days, social media is being used for official purposes as well. So, social media addiction (SMA) must be observed as one of the serious organizational problems appearing at the workplace (Choi, 2018). The study aims to investigate the relationship of SMA and employee performance and its impact on organizational performance in the Islamic banking sector of Pakistan. Social media connects people with their friends, family, colleagues and acquaintances anywhere at any time. Koch et al. (2012) has found that social media have become an essential part of organizational culture now. Skeels & Grudin (2009) found the reasons of firms behind using the social media as SMA may lead to idea generation, idea screening and communication between the employees. Various applications i.e. Facebook, WhatsApp, Twitter, Instagram has been investigated for employees perspective to be supportive in problem-solving, knowledge sharing, communication, and collaboration among the firms (Aral et al., 2013), which ultimately increase job performance of employees (Landers & Schmidt, 2016). Likewise, Use of smartphones for orientation has a positive influence on their job performance and with employees' workplace social capital (Li & Lin, 2018). On the contrary, Syrek et al. (2018) suggested that addiction to social media decreases employees' work engagement and diverts the vital energy that is needed to perform the allocated responsibilities. Similarly, Social networking sites addiction decreases the performance of employees (Karaiskos et al., 2010).

Employee productivity is defined usage of time by members of organization in performing their duties of the job, to get the projected results according to the job description. The managers and researchers always focus on the enhancement of employee's productivity. Recently, literature has focused more on employee productivity (Hanaysha 2016). Reason of increasing keen in this concept maybe since the success of the organization significantly depends on the level of productivity of its human resource (Kawara, 2014). Increasing the productivity of employees may lead to positive results such as financial results and maintaining strategic, competitive advantage, fulfilling value propositions of stakeholders and attaining organizational objectives (Kien, 2012). Employee productivity and capacity building have a positive association with organizational performance (Wanyama & Mutsotso, 2010). Aguenza & Som (2012) described that social networks usage during work assisted employees to increase their productivity, but several other researchers found the opposite.

## **2. Literature Review and Hypothesis Development**

Those people who have high SMA, their organizational commitment and job satisfaction are weaker (Choi, 2018). The study discussed that usage of social media at the workplace is not always counterproductive to work, however, it may help to raise job performance and job satisfaction (Moqbel et al., 2013; Charoensukmongkol, 2014). Employees can use social

networking sites for information searching (Ladkin & Buhalis, 2016), connecting with colleagues (DiMicco et al., 2008), problem-solving (Lin et al., 2014), information spreading (Luarn et al., 2014) and discussions (Heatherly et al., 2017). Moreover, research depicted that use of social media at work may assist the employees to relax from the stress that they get from work (Schümer & Buchwald, 2012). During work, usage of social media can because of disruption, and that may influence the capability of employees on concentration on their work (Junco, 2012). Addiction to social networking sites decreases the performance of nurses (Javed et al., 2019). Employees mostly waste their energies and time in entertainment and socializing rather than of making positive use of social networking sites for performance increment (Polites et al., 2018) which ultimately reduces the performance of employees (Al-Yafi et al., 2018). Usage of social networking sites decreases the effort from employees which is influencing their overall performance (Pasek & Hargittai, 2009). There is a negative association between addiction of social networking sites and performance of employees (Kirschner & Karpinski, 2010). Performance of employees is decreased by the usage of social networking sites during the working hours (Andreassen et al., 2014). Addiction to social networking sites abolishes the energy and time of employees and socially isolates them which decrease the performance of employees (Moqbel & Kock, 2018). Extreme social media usage during work had a strong positive impact on communication overload, social overload and information overload (Yu et al., 2018). Extreme use of social media at work can unintentionally generate a stressful working environment (Bucher et al., 2013). According to Hawi and Samaha (2017), SMA negatively influences self-esteem. Scholar investigated that SMA harms work-family balance and social media reactions have a positive impact on job burnout (Zivnuska et al., 2019) and it may assist employees to build their professional networks and attain feedback and information related to work (Carlson et al., 2016). By Addictive use of social networking sites, employees felt emotionally weak and they are not able to focus on their work, thus their performance reduces (Griffiths, 2010).

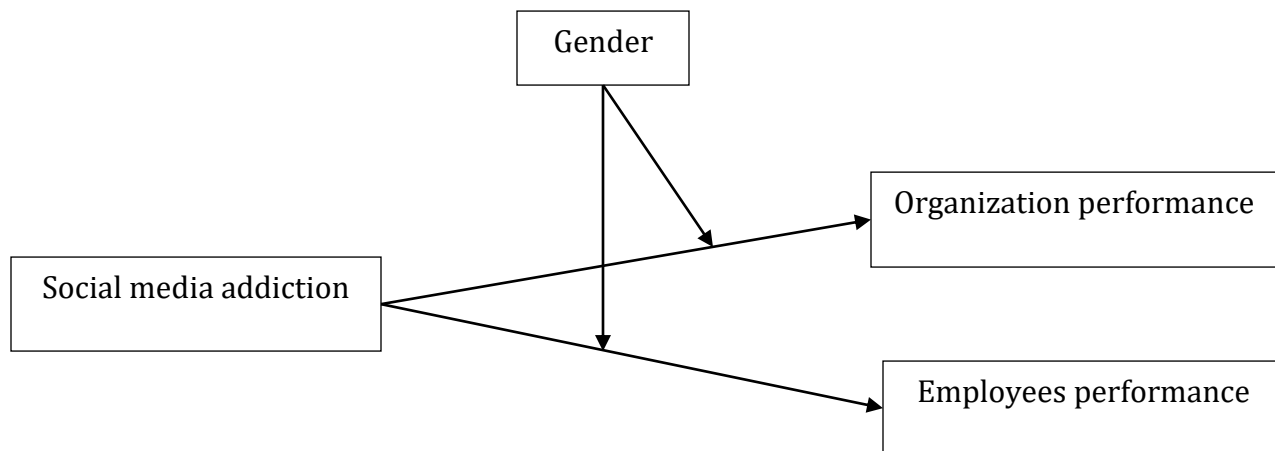
*Hypothesis 1: Social media addiction has a significant relationship with the employee's performance.*

The success of organizations mainly depends on those employees which are considered the most important factor to any firm as they are value creator and enabler of sustainable competitive advantage. The success of any firm depends on the employees' productivity (Munene & Nyaribo, 2013). Moreover, employee productivity and employee engagement may be lost through social networking sites usage (Clark & Roberts, 2010). Similarly, teamwork has a positive influence on employee productivity (Luthans, 1988; Greve et al., 2010). Besides, Delmas and Pekovic (2018) described that both high organizational commitment and knowledge increases employee productivity. Hanaysha (2016) proved that high employee productivity leads to the high performance of the firm and the competitiveness of an organization. According to Sylva & Dan-Jumbo (2017), ethical culture has a positive and significant impact on employee productivity. Bhatti and Qureshi (2007) explained that high employee participation positively influences employee productivity. On the other hand, extensive usage of social media at the workplace leads to decreases in productivity of employees because of distraction and time-wasting at the workplace (Zhang et al., 2015; Sherman, 2009). By enhancing the work capabilities and by bringing higher-

quality motivation, job satisfaction has a positive influence on productivity (Miller & Monge 1986). Nda and Fard (2013) mentioned that training and development enhance employees' productivity and the organizations' productivity. Investing on the training of employees for interpersonal relations, problem-solving, decision making, and teamwork has a positive effect on the firm's level of growth, and impact on the performance of employees (Rohan & Madhumita, 2012). Transactional leadership significantly affect employee productivity (Singh, 2015).

*Hypothesis 2: Social media addiction has a significant relationship with organization performance.*

### 3. Research Framework



## 4. Methodology

### 4.1 Research Design

It is a cross-sectional study since the data were collected at one point in time by adopting survey method. The survey method employs the quantitative positivist approach through using the close ended questionnaires (Neuman, 2014). It keeps the responses concise and meaningful. Furthermore, it is suitable way to collect data in Pakistan because the respondents can fill the questionnaires on their convenient timing and after giving full concentration on it than interview method in which the respondent must reply instantly. It was made sure during the survey that no harm was caused to the human being. The volunteers were given task to participate in the survey and no rewards were given participating in the survey. Online participation was encouraged to reduce the paper to avoid deforestation in the environment.

### 4.2 Data collection and sampling

The survey was administered in two phases. Firstly, the researchers paid personal visits to the most relevant respondents at their convenient timings in Islamic banking branches by appointments. Some of the respondents instantly filled the questionnaires while other kept them for some time and returned within stipulated time of one week after completing it.

Their queries about the contents of the questionnaires were clarified during the survey. They were made aware about the purpose of the questionnaire in both written and verbal forms. Secondly, online data were collected by constructing an online survey on google form from Islamic banking employees, and by sharing the links through what's app, emails, and Facebook to the respondents. Online data were collected from all south Punjab region. The respondent's queries were answered online. Total of 190 questionnaires were got filled complete. After collecting all questionnaires, the respondent's identity was changed into codes to maximize data privacy.

### **4.3 Instrumentation**

The scales were adopted from previous studies. The social media addiction scale was adopted from two sources, Andreassen et al., (2012) and Kiura, M. W. (2018). While the scale of organization performance was adapted from Jahanshahi et al. (2012). The questionnaire was consisted of three parts. Frist part introduces the research purpose and assured the respondents about the privacy and confidentiality of the data. The second part was consisted of five-points Likert scales. The respondents were asked to tick the relevant option on "Strongly agree (1)- Agree (2)-Neutral (3)-Disagree (4) -Strongly disagree (5) scale. And the last section asked about the demographic information about the respondent so that respondent can respond with free mind. The complete questionnaire was screened for any unethical and emotional type question to avoid unethical research practices.

### **4.4 Data Analysis & Reporting**

The data were analyzed using SPSS software 24 Trial version and no piracy in the software was ensured. For the assumption of the regression i.e. Linearity of the IV-DV relationship was checked by producing scatterplots, Multicollinearity was not present because there was only one independent variable. The values of the residuals to be independent were checked through Durbin Watson test. To check the variance of the residuals to be constant, normal probability plot option was used by drawing ZPreted values on the Y-axis and ZResidual values on the X-axis. There should be no influential cases in the data set, to asses this biasness, cooks' distance option was ticked while applying regression. Cronbach alpha test was applied to check the scale reliability as it has been proved most popular test for scales reliability. A high value of alpha shows more reliability. A threshold value of 0.70 is considered acceptable while assessing the reliability of the instrument. The moderation of demographic variable was analyzed using Andrew Hayes SPSS process macros. The plot was `constructed showing the male-female level of interaction of moderator using model 1 from Andrew Hayes models. For constructs validity factor analysis using Principal Component Analysis (PCA) techniques with pattern matrix, promax rotation with Kaiser normalization was applied using SPSS. Descriptive statistics is applied and presented to show large amount of data into comprehensible tables showing mean, median, range, standard deviation etc. values for reader better understanding (Cohen, Manion, & Morrison, 2007).

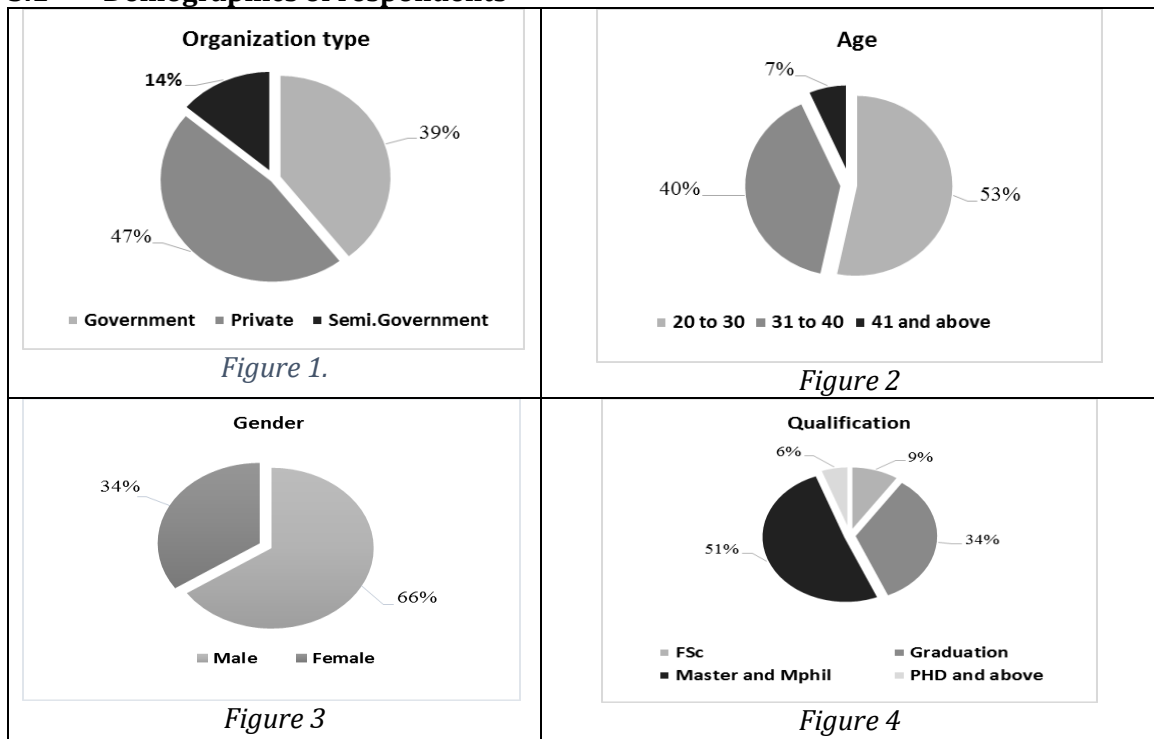
**Table 1.** Scales reliability and convergent validity

Sample Adequacy	Variable Statistics	Coding	Items	Loadings	$\alpha$ if Item Deleted		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.842 Bartlett's Test of Sphericity Approx. Chi-Square = 2092.830, Df = 325, Sig. = .000	Cronbach $\alpha$ = .919 Mean=44.64 Variance=171.85 SD=1364 ANOVA F=1.977 Sig=0.19 No. of Items= 14	SMA1	I spend a lot of time thinking about social media.	.75	.91		
		SMA2	I think about how I could free more time to spend on social media.	.76	.91		
		SMA3	I think a lot about what has happened on social media recently.	.72	.91		
		SMA4	I spend more time on social media than initially intended.	.72	.91		
		SMA5	I feel an urge to use social media more and more.	.70	.91		
		SMA7	I use social media to forget about personal problems.	.56	.92		
		SMA8	I use social media to reduce feelings of guilt, anxiety, helplessness, and depression.	.71	.91		
		SMA9	I use social media to reduce restlessness.	.67	.91		
		SMA 10	I experienced that others have asked me to reduce the use of social media but not listened to them.	.58	.92		
		SMA 11	I tried to cut down on the use of social media without success.	.68	.91		
		SMA 13	I become restless or troubled if I have been prohibited from using social media.	.69	.92		
		SMA 14	I become irritable if I have been prohibited from using social media.	.71	.91		
		SMA 15	I feel bad, for different reasons, could not log on to social media for some time.	.81	.91		
		SMA 17	I give less priority to hobbies, leisure activities, and exercise because of social media.	.66	.91		
		Cronbach $\alpha$ = .718 Mean=16.59 Variance=17.238 SD= 4.15185 ANOVA F=11.552 Sig=0.000 No. of Items= 5	Employees' performance (EP)	EP1	I always complete my tasks on time.	.75	.65
				EP3	I always beat the required work deadlines.	.55	.65
				EP5	Most of the times, I score above average on employee's performance evaluations.	.84	.63
EP6	I rarely meet my required work deadlines.			.53	.73		
EP12	I am highly engaged in my work whenever I am in the organization			.51	.69		
Cronbach $\alpha$ = .833	Organization performance (OP)	OP1	Internal work processes in the organization have been improved.	.66	.82		
		OP2	Our company brought innovativeness in its products & services.	.76	.81		

Mean=25.6889	OP3	Our company developed a strong relationship with its suppliers.	.68	.81
Variance=29.623	OP4	Our product quality has built its good image in the market.	.71	.81
SD=5.44273	OP7	Our number of customers have been increased.	.65	.81
ANOVA	OP8	Our organization is earning a good profit.	.69	.81
F=1.762	OP9	Our organization has expanded its business lines than in the past.	.65	.81
Sig=.104				
No. of Items= 7				

5. Results and Discussion

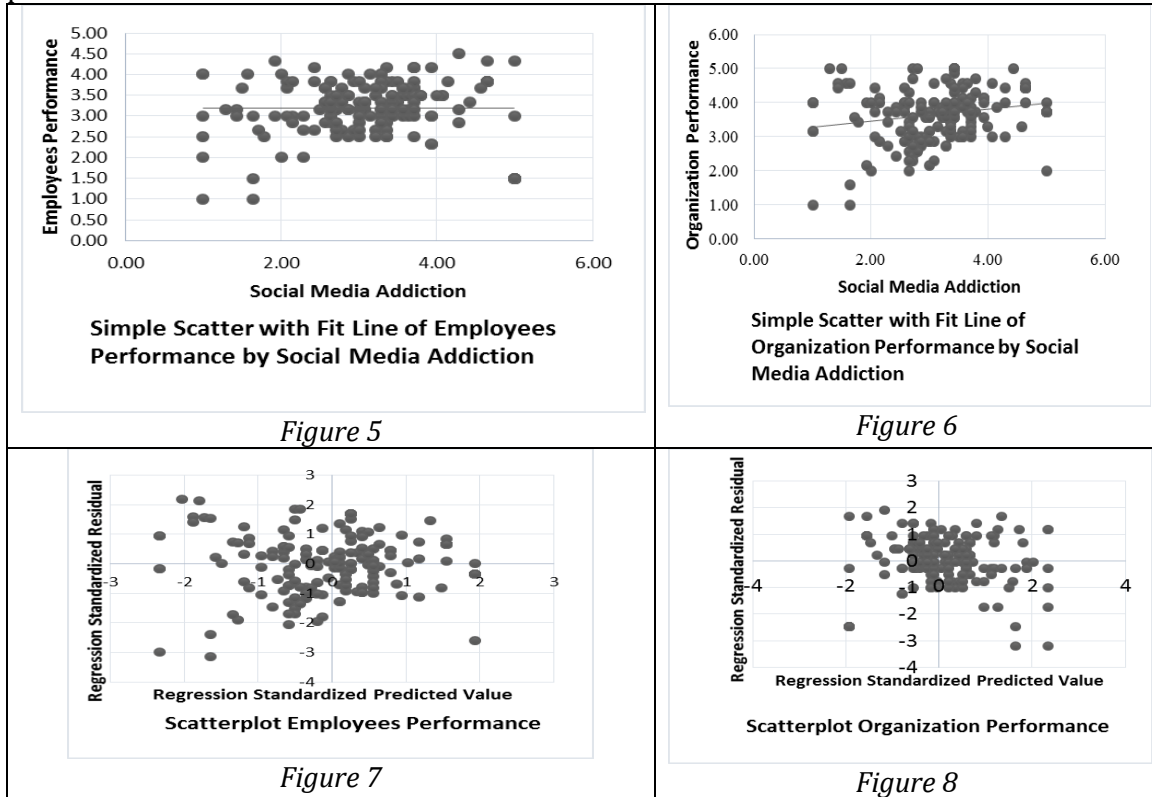
5.1 Demographics of respondents



The figure 1 depicts that data were collected mostly from private Islamic banks. The sample of Islamic banks consist of three categories i.e. Govt., semi govt. and private. Collecting data public sector Islamic banks have been quit challenging. Semi government Islamic banks have a mix structure like public-private partnership (PPP) are less in numbers but still represent a significant proportion. On the other hand, private Islamic banks comparatively have more agility and efficiency in their operations but are more conscious about the SMA among their employees during the office hours. The figure 2 tells that data were obtained from middle-ages employees with the range of 20-40 years. Figure 3 displays that gender distribution between the respondents. Its reflects the real situation as males workforce are more in Pakistan than females. Figures 4 shows that employees having graduation and post-graduation degrees have been targeted for data collection. The



reason behind it was that in Pakistani workforce, these ages group represents the demographics of population in a better way. Mostly they occupy middle-level and top-level positions in the Islamic banks.



The figures 5,6 show the linearity of relationship between SMA and employees' performance and Islamic banks performances, respectively. This meets the important assumption to apply regression for analysis of data. While the figure 7,8 shows the fulfilling of homoscedasticity assumptions. There is no conical structure being formed by regression standardized residuals and regression standardized predicted values respectively for employee's performance and Islamic banks performance.

**Table 2.** Influence of social media uses on employees' and Islamic banks performance.

Dependent Variable	Independent Variable	R <sup>2</sup>	Adj-R <sup>2</sup>	F-Value	DW	B	SE	95% CI		VIF	β	T Value	p-Value
								Lower	Upper				
H1. Employees performance		.000	-.006	.000	2.02								.986
(Constant)						3.20	0.18	2.84	2.84			17.59	.000
	Social media addiction					-.055	.001	-.11	-.11	1.00	-.001	-.018	0.99
H2. Organization performance		0.05	0.04	8.52	1.75								.004
(Constant)						3.10	0.20	2.71	3.50			15.36	.000

Social media addiction	0.18	0.06	0.06	1.00	1.00	0.21	2.92	.004
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Adj-r<sup>2</sup>: adjusted r-square. DW: Durbin-Watson value. SE: standard error. CI: confidence interval.  $\beta$ : standardized coefficient

Table above revealed that the r<sup>2</sup> value has come to .04 which shows the variation explained in the Islamic bank's performance. In a similar way, it has also been shown that there is no issue of serial autocorrelation in the data as suggested by the Durbin Watson value of 2.92 which meets the threshold value of around 2. The result shows that the employees' performance is not affected by SMA with the p-value of 0.99 and the t-value of -0.18, thus rejecting the hypothesis that SMA is significantly related to the employee's performance. This finding contrasts with the perception that social media hampers the employee's performance. The reason may lie in the fact that SMA gives a refreshing break to the employees on work and enhances their easiness at work. It gives them a sense of friendliness and make them close to their loved ones while at work. The sharing of life moments frequently in the office hours helps them to remain on work without hampering or supporting their work but giving them a refreshing sense. Social media is perceived normally that it puts a negative effect on the Islamic banks. Consequently, some of the private Islamic banks have also banned the use of mobile phones during office hours in Pakistan for the middle-line employees. In contrast, this study shows a slight positive effect of SMA in the Islamic banks of Pakistan. Since, it has become the fastest way of communication especially "What's app" for office communication, the employees remained quickly and better informed about the professional upcomings. It is known that, what's app group as well Facebook pages of an organization is a considers necessary thing today. These pages and groups have become richer way of information and updating the knowledge and competitiveness among the workforce. Moreover, the internet facility assists the staff to quickly find the solution to the situational issues through browsing the internet. These reasons justify the slight positive link between the SMA among the employees and Islamic banks performance. That is why, the p-value of 0.004 and t-value of 2.92 reject our null hypothesis and proves the hypothesis H2. The beta-value approved the positive link of SMA with organization advancements.

## 5.2 Moderating effects of masculinity

**Table 3.**

*Moderation of gender between social media addiction on employees performance*

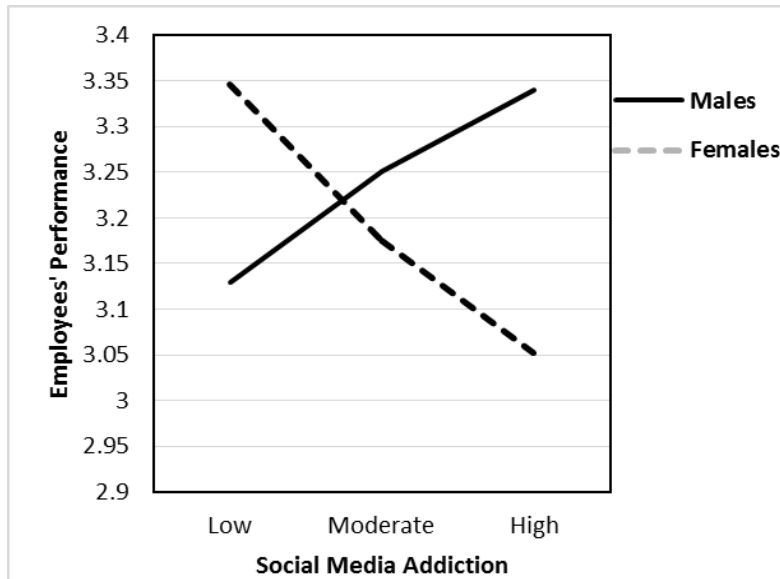
Model Summary							
	R	R <sup>2</sup>	MSE	F	df1	df2	P
	.20	.04	.46	2.41	3.00	176	.06
Model 1							
	Coefficient	Se	T-value	P-value	LLCI	ULCI	
Constant	1.96	0.55	3.56	0.001	.875	3.05	
Social media addiction	.42	.17	2.48	.0139	.085	.75	
Gender	.887	.393	2.26	.025	.112	1.66	
Int_1	-.29	.114	-2.58	.011	-.52	-.069	

Test(s) of highest order unconditional interaction(s):						
	R <sup>2</sup> -chng	F	df1	df2	P	
Int_1	.0362	6.63	1.00	176.0	.0108	
Conditional effects of the focal predictor at values of the moderator(s):						
Gender	Effect	Se	T	P	LLCI	ULCI
Males (1)	.1224	.0708	1.7297	.0854	-.0173	.2621
Females (2)	-.1708	.0892	-1.9148	0.05	-.3468	.0052

Dependent variable: Employees performance

The moderating effect of gender between social media and employee’s performance has been analyzed through Andrew Hayes SPSS process method. The table shows that gender moderates that relationship. The interaction predictor “Int 1” shows a make the relation of SMA and employees’ performance less positive. The gender decreases the relationship between the predictor and criterion variable. Furthermore, there has been a difference effect of SMA between males and females. In the female’s employees, SMA decreases the performance at the p-value of .05 which is a threshold value for accepting the hypothesis. It reason might be due to their less professional social networking.

**Figure 9.** Plotting the interaction of gender between social media addiction and employee’s performance



The figure 9 shows the interaction predictor effect between the two variables. Females employee’s performance is affected negatively as opposing to the males. The reason may be investigated further. High level of SMA decreases the performance while low level of SMA increases the performance among the females. For the males, the relationship in opposite. As shown in fig. 9, at low level of SMA contributes to low performance while high level of SMA contribute to high performance.

## 6. Conclusion and Recommendations

The effect of SMA during the office hours has caught attention recently. This study has focused on Islamic banks as they are acquired significant growth since 1975. We quantified and analyzed the relationship rigorously and conclude in the following ways: the findings of the data show that SMA has a slight positive effect on the Islamic bank's performance in the Islamic banks of Pakistan. This effect rejects the common notion about the employees that use of social media hampers the Islamic banks performance. The study focused on Islamic banks performance suggests that these results are helpful for the policy makers to enhance the organization performance in Islamic banks while, allowing the employees to use social media i.e. Facebook, what's app, twitter etc. It is not only entertaining but also a rich source of information especially in the form of professional pages on the Facebook as well as profession what's app groups. Moreover, these communication channels are more convenient to use than emails, fax etc. On the other hand, the masculinity moderates the relationship of SMA and employee's performance. Among the females, this relationship is being hampered by social media use while it has an opposite effect for the males. To enhance the female's employee's efficiency, social media use can be made limited during the office hours or the females might be encouraged to use professional online networking for efficient access to professional knowledge. Another possible explanation of the positive results would be the basis of Islamic banks are based on the shariah compliance which help employees to used the social media only for productive purpose and the shariah rules helps employees to have no addition of social media usage.

There have been few limitations in the study i.e. Islamic banks only included in the survey, small sample size, limited generalization, and limited geographical area. In future, more rigorous studies may be conducted by adding some other perspectives of social media addiction i.e. on employee's happiness and wellbeing.

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