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Maan Alkhateeb,


Ph.D., Palestine Technical University, Palestine

 ORCID ID 0000-0002-1626-2916

email: m.khateeb@ptuk.edu.ps

Rania Abdalla,

Palestine Technical University, Palestine

 ORCID ID 0000-0002-1626-2916

email: m.khateeb@ptuk.edu.ps

Correspondence author: m.khateeb@ptuk.edu.ps

INNOVATIONS IN HUMAN RESOURCES MANAGEMENT: IMPACT OF SOCIAL MEDIA USE ON EMPLOYEES' PERFORMANCE

Abstract. Social media has changed the modes of all aspects of business operations, particularly human resource management practices. Firms are increasingly using social media tools to facilitate information sharing among their employees in an attempt to improve the innovation process and firm performance. It is expected that using new information technologies such as social media will enable the firm to act proficiently on business opportunities and reconfigure human resources by utilizing networks to routinize the business's knowledge and innovation competencies. This study aims to examine how different purposes of social media use to influence employees' level of job performance directly or indirectly through job satisfaction as a mediator. Two purposes are identified: work-related purposes and personal purposes. A closed questions survey tool was used to gather the data from the employees of three leading organizations in the Tulkarm district. Two hundred eighty-two valid questionnaires were analyzed using SPSS and IBM SPSS Amos 24. The findings revealed that the impact of using social media for work purposes on job performance is fully mediated by job satisfaction, while social media use for personal purposes does not influence job performance directly nor indirectly. The current study enriches the available literature by examining social media use from two perspectives: work-related and personal purposes, thus added value to the available literature, particularly in the Palestinian context. Practically, managers could benefit from the work by adopting relevant strategies to guide this use in a way that motivate the employees towards achieving the goals of the organizations. Such as offering reliable internet services which may help in encouraging the employees or even attracting the ones who are not engaged yet in social media to start using it for work purposes, as for personal purposes, specific policies can be adopted to monitor this use within controls. The article recommends organizations to utilize and direct social media use for work purposes towards achieving the goals of the organizations.

Keywords: communication, job satisfaction, performance, personal purposes, social media.

Introduction. Using social media has added new value for organizations and business development. It changes the way people communicate, shares knowledge, exchange ideas. According to Brand watch (2019), 81% of all small and medium businesses use some kind of social platforms in their operations. The concept of using social networking at the workplace is a controversial issue. The supporters argue that the use of social media improves the performance of employees directly or through mediator variables such as job satisfaction, morality, and commitment (Leidner et al., 2010; Kaplan and Haenlein, 2010; Charoensukmongkol, 2015; Carlson et al., 2016; Alalwan et al., 2017). One of the most important studies that supported the significant role of using social media at the workplace in improving workers' job performance is Moqbel et al. (2013) which found that social media use by organizational members leads to enhance job performance through the mediation role of job satisfaction. Similarly, Cao and Ali (2018) indicated that using social media in the workplace is positively related to job performance. It seems that

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using social media removes the obstacles in collaboration by creating a sharing work environment and enhancing job satisfaction that yields improvement in job performance (Munene and Nyaribo, 2013).

On the other hand, several researchers claim that social media use at the workplace leads to a negative impact on employees' performance (Bevan et al., 2014; Fox and Moreland, 2015; Moqbel and Kock, 2018; Yu et al., 2018). They claim that intensive use of social media at workplace may lead to adverse outcomes, such as addiction, time waste, low level of positive emotions, poor health, and low performance (Moqbel and Kock, 2018; Fox and Moreland, 2015). Cao and Yu (2019) indicated that although the use of social media is influencing positively technology-work conflict and negatively strain, both of them harm job performance. Overall, it was evident that the debate over the influence of social media use has not yet been settled (Moqbel and Kock, 2018).

Social media is a broad term that involves a wide range of applications and tools; however, there are several standard features related to those tools. First, the tools are technology-based usually used by employees and influence the organization; second, they are commonly social and used to support interaction among people; finally, these tools are used at work as well as for personal contacts (Ali-Hassan et al., 2015).

Recently, social media platforms have been used increasingly in the workplace to facilitate communications among employees (Leonardi et al., 2013; Jafar et al., 2019). Social media platforms provide essential benefits to knowledge management as it enhances both vertical and horizontal communication (Mantymaki and Riemer, 2016). Firms now consider social media as a strategic tool to spur innovation, and a large number of them have integrated social media into their operation system (Lam et al., 2016).

Also, there is a growing number of academic articles concerning social technology, the existing literature in this field indicated that few studies investigated the use of social media in organizations settings (El Ouiridi et al., 2015). According to Shujaat et al. (2019), the majority of these studies have been conducted in educational institutions. Few studies that are corporate-related concentrated on external use rather than internal use. Thus, this study aims to fill the gap in the literature by examining the influence of using social media on employees' performance directly and through conditional factors. Besides, little research studied the impact of using social media on work outcomes in different cultures. Therefore, there is a need to investigate the findings of these studies in other cultures (Moqbel and Aftab, 2015). The current study argues that social media in organizations facilitate communication, knowledge sharing, and exchange ideas that may lead to high mortality, positive attitudes, and job satisfaction, which in turn improves employees' performance. However, and since the terms job satisfaction, job attitude, and morale are usually used interchangeably, and they measure the same concept as reported by (Moqbel et al., 2013), job satisfaction variable will be used as a mediator to explore the relationship between the use of social media and job performance.

Literature review. Plenty of existing research has investigated the influence of using social media on individual attitudes, but empirical research on using social media at work is minimal (Leftheriotis and Giannakos, 2014). Besides, the debate on social media has focused on the dark side linked with using it at the workplace. Holland et al. (2016) argued that there is much need to explore the opportunities in using social media to improve the relationships between the employer and the employees and consequently increases employees' engagement and organizational effectiveness. Ashraf and Javed (2014) provided evidence that using social networking at the workplace in banking sector significantly and positively influence the employees' performance through its effect on their skills, knowledge, productivity and motivation level. Despite that the usage of social media at the workplace has been widely investigated by researchers, most of the past studies concentrated on the work-related aspect and neglected the use of social media for personal purposes (Zhang et al., 2019). In this study, both dimensions of social media use will be studied.

Social media use and job satisfaction. Job satisfaction is of significant concern for organizations. It is because job satisfaction could lead to better job performance (Moqbel, 2012). Job satisfaction can be defined as the positive feeling that an individual experiences as a result of his judgment on his job experience (Locke, 1976). Researchers agree that human resources are the most crucial assets for their organizations and that employees who are unsatisfied with their jobs tend to demonstrate negative behaviours (Charoensukmongkol, 2015).

Limited studies have investigated the influence of social media use on job satisfaction at the workplace. For instance, a study by (Robertso and Kee, 2017) investigated the impact of using social media on workers' satisfaction in various organizations in Southern California. The results showed that job satisfaction is positively associated with the intensity of the use of Facebook. Charoensukmongkol (2014) argued that using social media at work help employees to feel relaxed and remove work stress as it allows them to connect with their families and colleagues, which in turn enhances job satisfaction. Similarly, Demircioglu and Chen (2019) conducted a study to analyze the influence of using social media for work-related purposes on public sector employees, the findings revealed that employees' use of social media is positively related to employees' needs satisfaction and, ultimately, intrinsic motivation. Demircioglu (2018) reported a strong positive influence of using social media for work purposes on employee's job satisfaction but through self-determination. Barnett et al. (2019) argued that using social media for work purposes increases employees' job satisfaction. Surveying 298 employees in China, Zhang et al., (2019) found that the use of social media for both work-related and non-work-related purposes is positively associated with job satisfaction. Hayes et al., (2017) used McAfee's argument to examine whether a positive connection between work colleagues exist as a result of using Facebook to connect, the findings showed that employees' level of job satisfaction is positively correlated with Facebook intensity use among colleagues. Alahmad et al. (2018) investigated the influence of enterprise social media (ESM) on job satisfaction and job performance through co-workers support as a mediator. The findings revealed that ESM significantly and positively impacts co-worker support, which in turn mediates the relationship between ESM and job satisfaction and job performance.

Social media and job performance. Job performance could be defined as the overall job-related activities expected from an employee and how well they are accomplished (Cao, 2010). Research suggests that using social media in the workplace may lead to improve employees' job performance (Shujaat et al., 2019).

Moqbel et al. (2013) found that excessive use of social media at the workplace was positively related to job performance through the mediating effect of job satisfaction. Pitafi et al., (2018) investigated how the usage of enterprise social media (ESM) influences employees' performance through task interdependence, the results confirmed the significant positive impact of such ESM of employees' performance. Similarly, the study conducted by Shujaat et al. (2019) revealed that social media use at the workplace is not directly associated with employee job performance but through the mediating effects of job satisfaction. Utilizing media synchronicity theory to investigate the association between using social media and job performance, Charoensukmongkol (2014) found that the heavy use of social media at the workplace is directly associated to job satisfaction and job performance. A study by Zhang and Venkatesh (2013) on the implication of social media on job performance revealed that social media has a positive impact on employee job performance. Additionally, Haddud et al., (2016) demonstrated that the more significant employees' self-reported usage of internal social media, the higher the level of employees' self-reported engagement, which in turns may lead to a higher level of employees' job performance.

On the other hand, several scholars argued that using social media at the workplace presents several risks for employees and organizations (El Ouirid et al., 2015). For example, Brooks and Califf (2017) defined the term Technostress as the direct negative influence on behaviours, attitudes, thoughts, or physiology that results from using technology. They examined the direct influence of social media-related

Technostress during work hours on the employees' job performance, a direct negative significant influence was reported. Similarly, Cao and Yu (2019) argued that intensive use of social media for socialization could create conflict between technology use and work demand. Brooks (2015) found that higher amounts of personal social media usage may lead to a high level of Technostress and low level of happiness and untimely negative impact on task performance. Additionally, using social media at the workplace is considered as time-wasters (Turban et al., 2011).

On the other hand, Song et al. (2019) examined the synergistic effect of social media common usage (work-oriented and socialization-oriented) on team and employees' performance. The findings of their study showed that both purposes of social media usage are complementary resources that create synergies to enhance team and employees' performance.

The nature of the relationship between job satisfaction and employee performance is still unresolved and needs further investigation (Shujaat et al., 2019). Roberts and David (2020) argued that when people are in favour of a confident attitude, they are most likely to behave inconsistently with predispositions. Therefore, it is logical to conclude that in the workplace context, job satisfaction is positively linked to the high level of performance. Similar to this argument, Fisher (2003) suggested that ordinary people believe satisfied employees perform better than less happy ones. Examining the relationship between job satisfaction and job performance of the university librarians, Peng (2014) found that both intrinsic and extrinsic job satisfaction contributed to the librarians' expected level of task performance and contextual performance. Bin (2015) confirmed the positive impact of job satisfaction on employees' performance and stated that satisfied employees are a great asset to their organizations and contribute to overall goals and success of an organization.

Methodology and research methods. Consequently, the following hypotheses are proposed:

H1: Using social media at the workplace for work purposes positively influence employees' job satisfaction.

H2: Using social media at the workplace for personal purposes positively influence employees' job satisfaction.

Therefore, there is a need for more analysis to explore the nature of the relation between the use of social media and employees' job performance despite the prevalence of social media. Consequently, the following hypotheses are proposed:

H3: Using social media at the workplace for work purposes positively influence employees' job performance.

H4: Using social media at the workplace for personal purposes positively influence employees' job performance.

H5: Using social media at the workplace for work purposes positively influences employees' job performance through job satisfaction.

H6: Using social media at the workplace for personal purposes positively influence employees' job performance

On the other hand, there is research indicated that job satisfaction is not necessarily lead to better performance of employees. Based on this discussion, the following hypotheses were developed:

H7: Job satisfaction has a positive and direct impact on job performance.

Figure 1 shows the proposed research model.

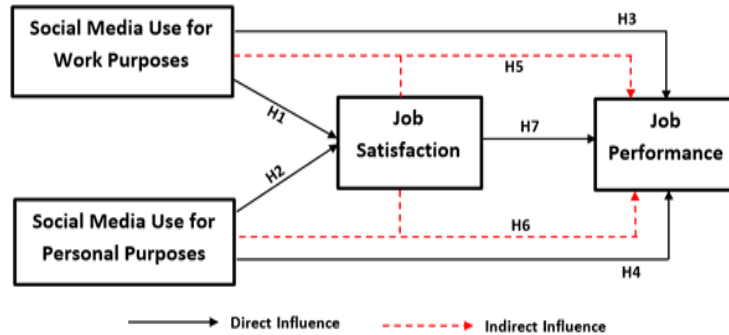


Figure 1. The proposed research model

Source: developed by the authors.

The data used for this study were collected from three of the largest organizations in the Tulkarm district. A survey was developed based on previous literature. Some of these questions were modified to fit the current study. All questionnaire items were assessed using a five-point Likert scale. To measure the validity of the questionnaire items, a pilot test was conducted on a group of 20 individuals, including three researchers in the same field and 17 students from business school. The results of the pilot test were used to finalize the questionnaire items. Questionnaires were distributed to the targeted employees for 25 days. The total number of the respondents was 305, twenty-three of them were excluded because they were invalid, yielding 282 valid questionnaires for analysis.

Measures. The constructs shown in Figure 1 were measured using items derived from previous literature. As for the use of social media for work purpose, the items were borrowed from Gonzalez et al. (2013). Regarding the use of social media for personal use, the items were adapted from Zhang et al. (2019). Job satisfaction was measured using the modified scale that was developed by Moqbel and Aftab (2015). Finally, job performance was measured using four items; two from Moqbel and Kock (2018) and two from Moqbel et al. (2013) measures.

The study considered four of the most common social media sites in Palestine, including Facebook, Twitter, Instagram, and WhatsApp. Besides, the internal network within the company was considered as a fifth option, and finally, other networks option was included. The respondents could choose all the networks that he uses.

To analyze the data, the researchers used SPSS for demographic data analysis, and IBM SPSS AMOS 24.0 to test the proposed model and the hypotheses.

Results. Table 1 summarizes the demographic characteristics of the respondents.

Table 1. Demographic characteristics

Demographic Category	Classification	Frequency	Percent %
Gender	Male	167	.592
	Female	115	40.8
	Total	282	100.0
Age	18-27 Years	80	28.4
	28-37 Years	98	34.8
	38-47 Years	85	30.1
	48-57 Years	16	5.7
	> 50 Years	3	1.1
	Total	282	100.0

Continued Table 1

	High School	36	12.8
Educational Level	Diploma	44	15.6
	Bachelor	148	52.5
	Post Graduate Studies	54	19.1
	Total	282	100.0
Monthly Income	Less than 300 JD	8	2.8
	301-500 JD	89	31.6
	500-1000 JD	115	40.8
	1001-1500 JD	54	19.1
	> 1500 JD	16	5.7
	Total	282	100.0
Experience	Less than 1 year	20	7.1
	1-5 years	98	34.8
	6-10 years	77	27.3
	> 10 years	87	30.9
	Total	282	100.0
Time Spent on Social Network Daily	Less Than an Hour	141	50.0
	1-2 Hours	94	33.3
	2-3 Hours	34	12.1
	> 3 Hours	13	4.6
	Total	282	100.0

Source: developed by the authors based on their calculations

As Table 1 illustrates, the study sample was made up of 59.2% males and 40.8% females, where 64.9% of the respondents within the age groups of (28-37 and 38-47 years), followed by age group (18-27 years) forming 28.4%, then (48-57 years) with 5.7% and last came to the age group (>57 years) with 1.1%. In regards to the educational level of the surveyed employees, the majority (52.5%) are Bachelor degree holder, next came the Post Graduate Degree holders with 19.1%, then Diploma Degree holders (15.6%), and High School Certificate holders (12.8%). Concerning the monthly income, the highest percentage was for the category of (500-100 JD) forming 40.8%, where the lowest percentage was (5.7%) for the category (>1500 JD). As for the experience of the participants, 34.8% of them have an experience of (1-5 years), 30.9% have and experience more than ten years, 27.3% have (6-10 years) experience, and lastly, 7.1% have a little experience of less than one year. Half of the study sample spend less than an hour daily on social networks, followed by those who spend about 1-2 hours per day forming 33.3%, next who spend about 2-3 hours with 12.1%, finally heavy users who spend more than three hours daily on social networks formed 4.6%. The number of users/nonusers of each network is shown in Figure 2.

As shown in Figure 2, Facebook has the highest number of users of 213, next comes WhatsApp with 208 users, followed by Instagram with 81 users, then 70 users use the internal network in their companies, next Twitter with 67 users and last came 26 users who use another network. Path Loading (Confirmatory Factor Analysis). The current study adopted Anderson and Gerbing (1988) approach. First, Confirmatory Factor Analysis (CFA) is conducted and enhanced as poor CFA's yields poor models, and next structured equation model is conducting for hypotheses testing. CFA is the most commonly used multivariate technique to assess measures' validity. IBM SPSS Amos provides many goodness-of-fit statistics that can be used to determine how well the implied variance-covariance matrix of the research model corresponds to the observed variance-covariance matrix. Besides, CFA allows error variance modelling (Marsh et al., 2014, p.86). To assess the goodness of fit of the CFA, Catalakal (2016, p. 49) indicated that the following indices are considered: chi-square to the degree of freedom ratio; Adjusted Goodness of Fit Index (AGFI); Goodness of Fit Index (GFI); Comparative Fit Index (CFI); and Root Mean Square Error of Approximation (RMSEA).

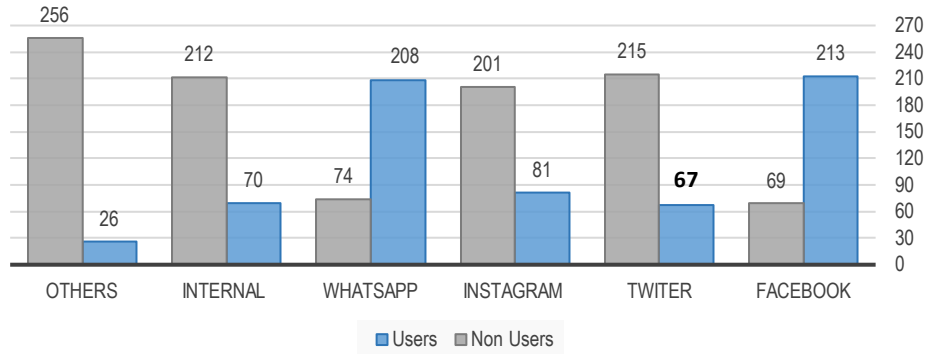


Figure 2. Social media sites users' numbers

Source: developed by the authors

As a preliminary stage, the path loadings of the variables were calculated using CFA. Figure 3 depicts the loadings of the initial CFA.

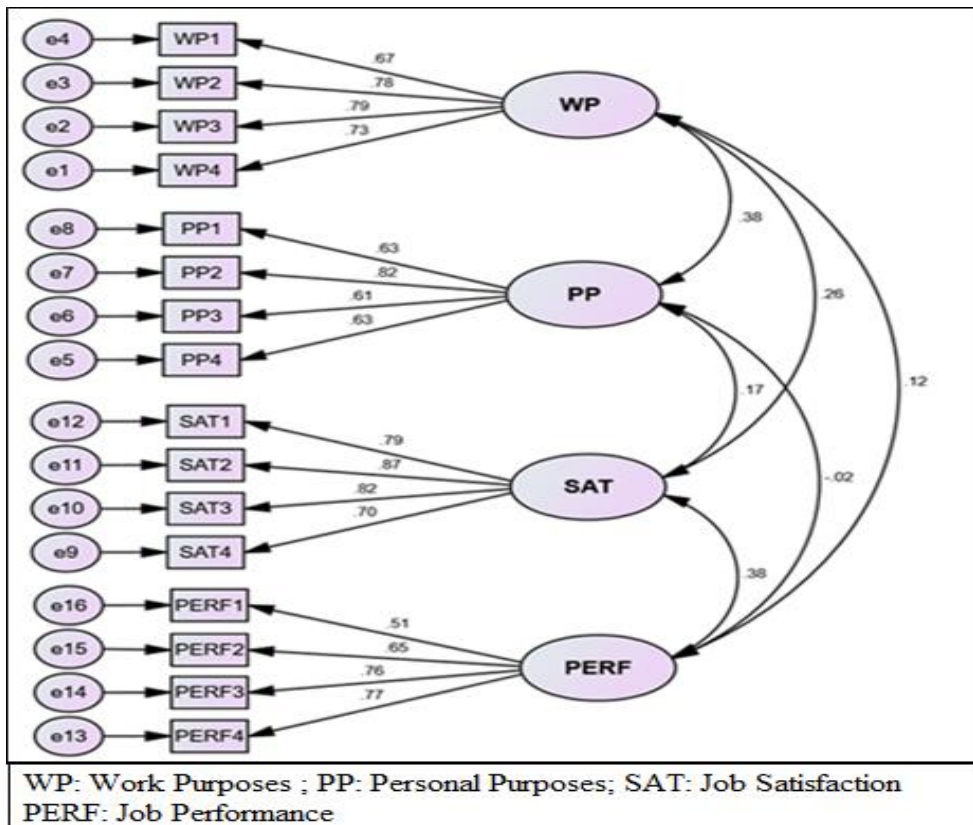


Figure 3. CFA of the initial proposed model

Source: developed by the authors

All path loadings are above or equal the cut off value of 0.6 (Hair et al., 2006) except for the loading of PERF1, which is 0.51. Therefore this factor was removed. The path loading of the new model is shown in Figure 4.

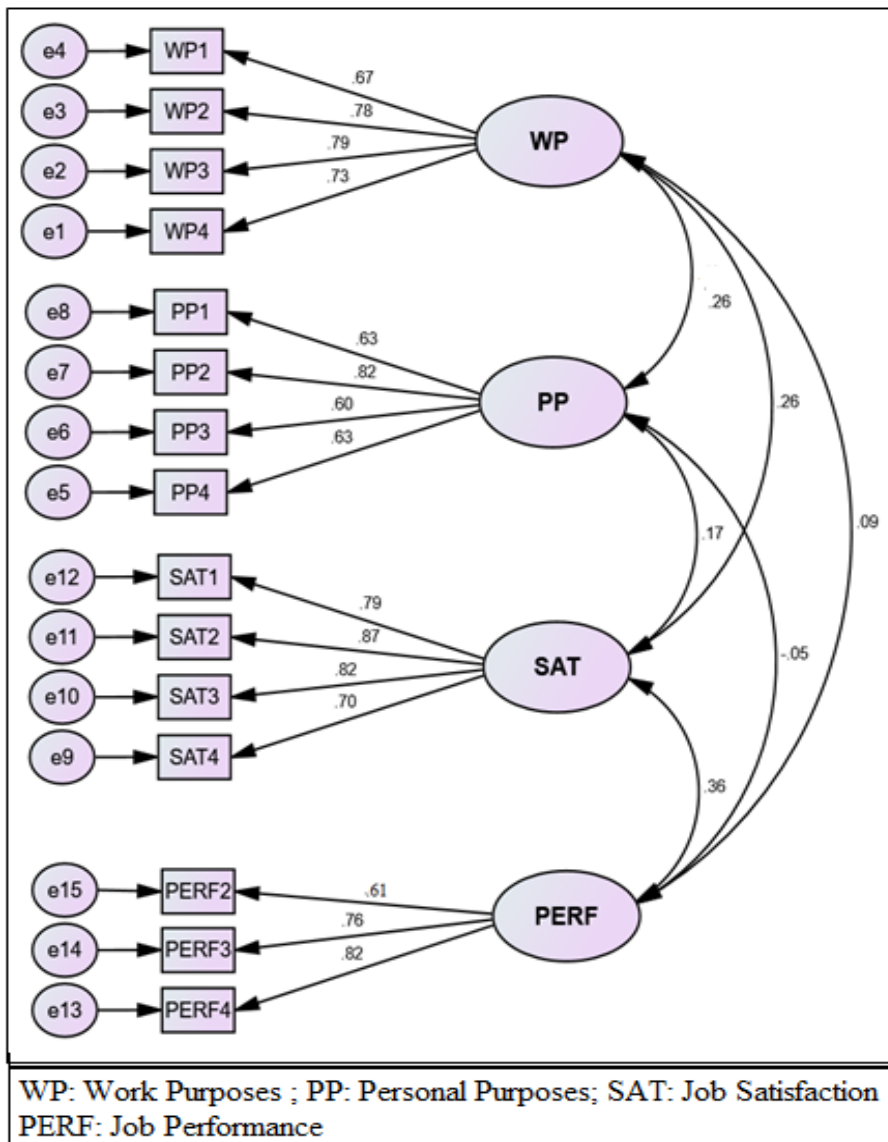


Figure 4. CFA of the modified proposed model

Source: developed by the authors

The goodness of fit indicators of the modified CFA are as follows: (GFI = 0.935); (AGFI=0.907); (CFI=0.959); (TLI=0.948); (RMSEA=0.053); and ($\chi^2/df=1.79$). All of these values are within the acceptable thresholds (Walker and Maddan, 2013).

Reliability and Validity of the Constructs. Table 2 lists the values of reliability and validity measure of the study constructs. All of the study constructs have Cronbach Alpha values that exceed the cutoff value of 0.7 (George and Mallery, 2003), Composite Reliability values are higher than 0.7 indicating a right level of reliability (Hair et al., 2014). The average variance extracted (AVE) is a measure of convergent validity, a value of 0.5 or higher is accepted (Fornell and Larcker, 1981). A value of 0.5 indicates that the construct explains half the variance of its items. The AVE values of all constructs are above 0.5 except for PP construct where the value is .46, which is tolerable. CR and AVE values were calculated using (George, 2016) statistical tools.

Table 2. Cronbach Alpha CA, Composite Reliability CR, and AVE values

Construct	CA	CR	AVE
WP	0.83	0.83	0.55
PP	0.77	0.78	0.46
SAT	0.87	0.88	0.64
PERF	0.77	0.78	0.54

Source: developed by the authors based on their calculations

Structured Equation Modeling (SEM). Structural Equation Modelling is a comprehensive method in testing direct and indirect relationships between one or more independent variables and one or more dependent variables. The SEM of the current study is depicted in Figure 5.

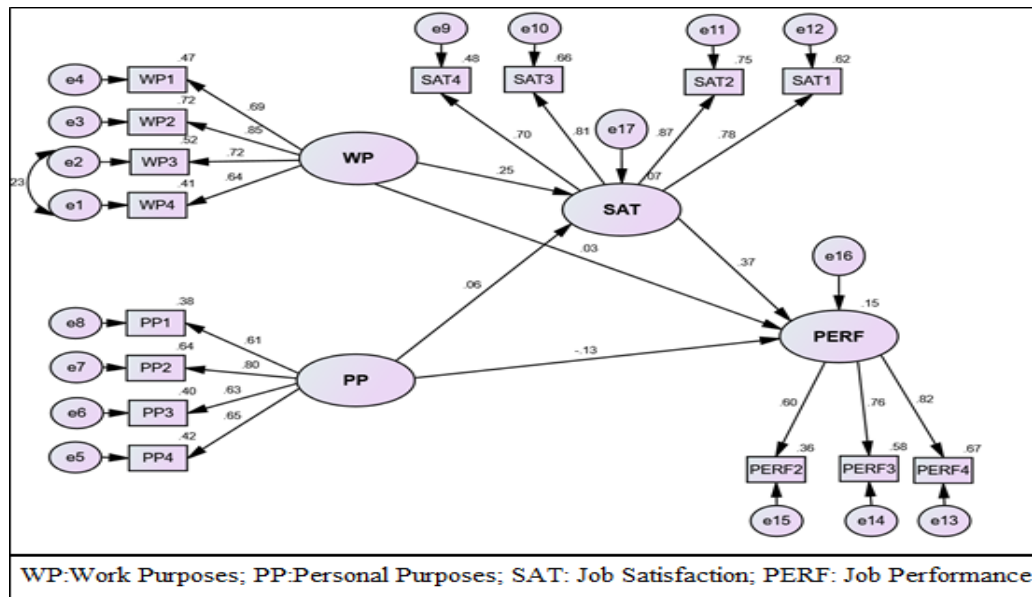


Figure 5. Structural Equation Model of the study

Source: developed by the authors

Figure 5 shows four constructs: WP and PP represent the exogenous (independent) constructs, each of them in loaded by four items; SAT is the mediator construct loaded by four items; and PERF as the endogenous (dependent) construct that is loaded by three items. The indicators of goodness of fit are listed in Table 3.

Table 3. The indicators of goodness

Index of Fit	Acceptance Level*	Findings
GFI	> 0.9	.916
AGFI	> 0.9	.880
CFI	> 0.9	.921
TLI	> 0.9	.902
RMSEA	<0.08	0.07
χ^2/df	<5	2.52

Source: Walker and Maddan (2013).

Direct Influences and Hypotheses Testing. The direct influence between the constructs is summarized in Table 4.

Table 4. The results of the direct relationship

Direct Influence	Standardized Coefficient (β)	P-value	Hypotheses Testing Result
WP on SAT	0.250	0.006	H2 is supported
WP on PERF	0.030	0.724	H4 is not supported
PP on SAT	0.064	0.520	H1 is not supported
PP on PERF	-0.125	0.082	H3 is not supported
SAT on PERF	0.372	0.002	H7 is supported

Source: developed by the authors based on their calculations

Table 4 illustrates that social media use for work purposes (WP) has a positive direct significant influence on job satisfaction as the p-value is <0.05 with a standardized coefficient weight ($\beta=0.250$). Thus, H2 is supported. On the other hand, WP has no significant direct influence on job performance, as the p-value is more significant than the significance level of 0.05. Therefore, H4 is not supported. Regarding social media use for personal purposes (PP), the results revealed no significant direct influence on both job satisfaction and job performance as the p-value exceeds 0.05 significance level. As a result, H1 and H3 are not supported. For the relationship between job satisfaction and job performance, a direct positive significant influence is depicted with ($\beta=0.372$) and a p-value <0.05, hence H7 is supported. It implies that as the level of satisfaction of the employees with their job increases, their performance with their jobs will be better. Based on Preacher and Hayes (2004) and Hayes (2017) arguments, Although that there is no significant direct effect of WP and PP on PERF, it is still legitimate to assess the role of SAT as a mediator between WP and PP as independent constructs on one side and PERF as dependent construct on the other side. Therefore, the next step is to assess the indirect influences. Direct and Indirect Influences. In order to find the indirect influence of the exogenous variables (WP and PP) and endogenous variable (PERF) through job satisfaction as a mediator, bootstrapping technique was conducted. Table 5, and Table 6 lists the findings related to each of the exogenous variables.

Table 5. Direct and Indirect Influence of WP on PERF

Relation	Direct influence (β)	P-value for direct	Indirect influence (β)	P-value for indirect	Total Influence	Hypotheses Testing Result
WP on SAT	0.250	0.006	-	-	0.250	H5 Supported
SAT on PERF	0.372	0.002	-	-	0.372	
WP on PERF with SAT as a mediator	Fully Mediated		0.094	0.005		
WP on PERF	0.030	0.724			0.124	

Source: developed by the authors based on their calculations

Table 5 shows that job satisfaction fully mediates the relationship between WP and PERF with ($\beta=0.093$) and p-value of 0.005. It leads to support H5. The total effect of WP on PERF is 0.123, which means that job satisfaction as a mediator has enhanced the total influence of WP on PERF. To measure the strength of mediation, Hair et al. (2014) suggested using variance accounted for VAF (indirect effect/total effect *100%). In the current study, 76% of the influence of WP on PERF is explained through the SAT.

Table 6. Direct and Indirect Influence of PP on PERF

Relation	Direct influence (β)	P-value for direct	Indirect influence (β)	P-value for indirect	Total Influence	Hypotheses Testing Result
PP on SAT	0.064	0.520				
SAT on PERF	0.372	0.002	-	-	0.372	
PP on PERF with SAT as a mediator	Not mediated	-	0.024	0.483		H6 Not Supported
PP on PERF	-0.130	0.082		0.189	-0.106	

Source: developed by the authors based on their calculations

Table 6 shows that job satisfaction does not mediate the relationship between PP and PERF. This result is expected since PP has no direct influence on the SAT. Therefore, PP does not influence PERF, either directly or indirectly. The use of social media is prevalent in workplaces today (Grimmelikhuijsen and Meijer, 2015). It is expected that using social media by employees at the workplace will improve their performance. Although that the existing research investigated the effects of social media on individuals and organizations outcomes, still how employees' use of social media for personal and work purposes affects their work performance should be investigated in depth. The findings of this study regarding the direct influences show that social media use for work purpose has no direct impact on job performance. This result matches the findings of Shujaat et al. (2019) and Moqbel and Aftab (2015) while contradicts Cao and Ali (2018) and Charoensukmongkol (2015). On the other hand, it positively influences job satisfaction, which is in line with the findings of Demircioglu and Chen (2019), Demircioglu (2018) and Robertso and Kee (2017). Concerning the use of social media for personal purpose, the findings revealed no direct influences on both job satisfaction and job performance, which is in contrast with Brooks and Califf (2017) and Zhang et al. (2019). For the relationship between job satisfaction and job performance, significant direct influence is noted. This result confirms earlier work findings of Shujaat et al. (2019); Bin (2015); Moqbel and Aftab (2015). Relating to the indirect influences, the results showed that social media use for work purposes has significant indirect influence (through job satisfaction as a mediator) on job performance. The relationship between social media use for work purposes, and job performance was fully mediated by job satisfaction. This result goes with the findings of Shujaat et al. (2019), while it contradicts Moqbel and Aftab (2015) and Moqbel et al. (2013) findings. As for the indirect relationship between social media use for personal purposes on job performance through job satisfaction as a mediator, no such an indirect influence was depicted.

Conclusions. Overall, the results of these articles confirmed the argument that social media use during work hours influences employees' job satisfaction and job performance. Although that social media use for work purposes does not influence employees' job performance directly, it enhanced the employees' level of job satisfaction, this could be attributed to their ability to share, discuss, and easily exchange work-related materials, which in turn helps in performing some activities more efficiently. Ultimately, a higher level of employees' job satisfaction results in a higher level of job performance as this study has shown. The other side of the coin is the use for personal purposes, which had no significant influence on job

satisfaction, a possible justification for this is that the employees may feel overloaded with information while they are using social media for personal purposes particularly that they have work responsibilities. It may induce the level of stress and thus reduce the level of job satisfaction and hence job performance. Besides, the quality of friendship in social media plays a critical role in supporting the employees either positively, which enhances job performance, or negatively thus reducing job performance level. In conclusion, the findings suggest that social media use for work purposes is an essential element in improving job performance through the mediating role of job satisfaction. Theoretically, the current study has contributed to our understanding of the impact of using social media for different purposes at the workplace. It is one of the few studies that examined the relationships between social media use purposes and job performance. Although that previous work has examined this relationship, this paper examined it from two perspectives: work-related and personal purposes, thus added value to the similar few studies available in the literature, particularly in the Palestinian context. The use of social media for work-related purposes could be considered as a motivator for employees' job satisfaction that might lead to a better level of job performance. Practically, this paper provides evidence that technology implemented in social media use at the workplace is beneficial in the work environment. The results indicated that social media use for work purposes improves employees' job performance through job satisfaction. Therefore, the managers could benefit from adopting strategies that guide this use and motivate the employees towards achieving the goals of the organizations. Offering reliable internet services may help in encouraging the employees or even attracting the ones who are not engaged in social media use yet to start using it to share work-related materials with colleagues. The lack of significance between social media use for personal purposes on employees' job satisfaction, and job performance supports the argument that this use is not necessarily against employees' performance as thought to be. If organizations tried to prohibit this use during work hours, this might enforce the employees to secretly stay in contact with their families and friends by using their mobile phones. It is suggested that organizations should not prohibit this use because of its psychological benefits in reducing employees' anxiety level over their families and easing work pressures, instead, policies can be adopted to use it within controls.

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M., Alkhateeb, R., Abdall. Innovations in Human Resource Management: Impact of Social Media Use on Employees' Performance

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Маан Алхатеєб,

Ph.D., Технічний університет в Палестині, Палестина

Ранія Абдалла,

Технічний університет в Палестині, Палестина

Інновації в управлінні людськими ресурсами: вплив використання соціальних мереж працівниками на їх продуктивність праці

Розвиток соціальних мереж обумовив зміни у всіх аспектах ведення бізнес діяльності, зокрема, в управлінні людськими ресурсами. У статті зазначено, що компанії все частіше застосовують соціальні мережі як інструментарій для спрощення обміну інформацією між працівниками, удосконалюючи інноваційний процес та підвищуючи рівень продуктивності праці співробітників. Застосування нових інформаційних технологій, таких як соціальні мережі,

M. Alkhateeb, R. Abdalla. Innovations in Human Resource Management: Impact of Social Media Use on Employees' Performance

дозволяють компаніям ефективно використовувати наявні можливості та мотивувати працівників використовувати соціальні мережі з метою рутинизації бізнес-знань та розвитку інноваційних компетенцій. Метою статті є визначення впливу соціальних мереж на рівень продуктивності праці співробітників. В основі даної роботи лежить оцінювання ефектів від користування соціальними мережами співробітниками в особистих та професійних цілях у робочий час. Детерміновану вибірку даних сформовано на основі результатів закритого анкетування співробітників трьох компаній регіону Тулкарм. Аналіз панельних даних здійснено з використанням програмного забезпечення SPSS та IBM SPSS Amos 24. Результати дослідження свідчать, що вплив користування соціальними мережами у професійних цілях на рівень продуктивності праці співробітників зажелить від рівня їх задоволеності роботою. При цьому використання соціальних мереж в особистих цілях не впливає на ефективність виконання трудових обов'язків. Отримані результати дослідження мають теоретичне та практичне значення. Зокрема, дослідження соціальних мереж з точки зору професійного та особистого використання підвищує цінність наявного наукового доробку, особливо, в контексті Палестини. У свою чергу, результати дослідження можуть бути використані менеджерами компаній з метою мотивації співробітників використовувати соціальні мережі у професійних цілях, а використання соціальних мереж в особистих цілях повинно підлягати моніторингу та контролю.

Ключові слова: комунікації, задоволення роботою, продуктивність, соціальні мережі для особистих цілей.

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