



Social media addiction and its impact on employee performance

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ABSTRACT

This study aims to investigate the impact of social media addiction on employee performance. Literature in the field has shown that social media addiction among employees may determine their performance in the workplace. We go further by assessing the mechanism within the relationship between social media addiction and employee performance. We assumed that social media addiction influences employees' emotions such as happiness and job stress which eventually affect employees' job performance. In order to achieve such goals, we used quantitative methods. The collected data were analyzed using the principles of Structural Equation Modelling. We also discussed the theoretical and practical implications of the present study.

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INTRODUCTION

Technological advancement has led social media to become an integrated part of modern human life. Social media can be defined in general as a tool used to share their users' thoughts, life experiences, perceptions, attitudes, music, videos, and photos (Lai & Turban, 2008). Social media is also perceived as an online environment accessed via the internet that individuals use when they want to share their immediate thoughts and feelings and even their behavior with others through photos and videos (Baltaci, 2019). In the USA, around 223 million people are social media users, and more than 70% of them use social media daily (Xie & Karan, 2019). In 2018, there were 130 million social media users in Indonesia (Haryanto et al., 2019).

Due to the highly interactive and attractive use of social media, people use them to have online conversations and get feedback on their activities, interests, and opinions. For this reason, excessive use of social media can lead to habits or addictions at the expense of other, more useful activities (Zivnuska et al., 2019). It was reported that 12% of social media users fall into the category of social media dependence or addiction (Hou et al., 2019). Indeed, this addiction to social media can cause negative impacts in various ways, including at work. As revealed by excessive communication through social media can create a sense of addiction, and distract employees from their work, especially hindering the decision-making process in the workplace (Mansi & Levy, 2013). Pitafi et al. (2018) support the opinion by suggesting that employees who use the internet too often have a major

impact on their mental health and hinder performance at work. Prior studies on social media addiction found that social media addiction can diminish cognitive and bounding social capital, which is more chronic found in female respondents (Wong et al., 2022). Another study found that intensive users of social media are more likely to experience lower self-esteem and life-satisfaction (Błachnio et al., 2016). These studies indicate that social media addiction affects the psychological condition of employees prior to affecting their performance.

This study aims to examine the mechanism of the relationship between social media addiction and employee performance. A recent study by Zivnuska et al. (2019) was conducted in the USA revealed that there is a negative relationship between social media addiction and job performance. Such relationship is mediated by work-family balance and job burnout. To the best of our knowledge, similar research conducted in Indonesia is still rare. This is surprising because there is a big portion of Indonesian population are addicted to social media, who possibly are employees. Thus, this study attempts to bridge this gap. To achieve the objectives of this study, we collected data from civil servants in Indonesia. This population is selected because the performance of civil servants in Indonesia is often in the spotlight. Riwukore et al. (2021) revealed that Indonesian civil servants working performance still needs to be improved. Furthermore, the structure of this research will be presented as follows. First, the authors conducted a literature review, especially on previous studies related to smiles, customer satisfaction and interest in revisiting. Second, the authors described the methods used in this study along with the data analysis techniques that was used. Third, after analyzing the data, the results of this study are discussed and interpreted in order to answer the objectives of this study.

Social media addiction can be seen as a form of internet addiction in which individuals show a desire to use social media excessively so that they have uncontrolled behavior and constantly want to use social media at every opportunity (Griffiths, 2000; Schou Andreassen & Pallesen, 2014). Young (2009) describes five types of internet addiction, namely: (a) cyber sexual addiction, (b) addiction to cyber relationships in friendship or online affairs, (c) motivation for online gambling, (d) information overload for compulsive web browsing or database searches, and (e) computer addiction to games or programming. Given the many features offered by social media, the five types of internet addiction above can be fulfilled by social media.

Social media addiction is increasingly widespread globally, which is caused by two factors. First, the more sophisticated and affordable mobile phone technology make almost all people can get internet access anywhere and anytime. Second, the internet network is increasingly easy to obtain with the proliferation of internet service providers, both through cellular networks and home internet (Al-Menayes, 2015; Dioh et al., 2022). Unfortunately, this high dependence on social media creates several problems in the community. For example, Zivnuska et al. (2019) revealed that employees who are addicted to social media tend to experience decreased performance at work. In addition, students who are addicted to social media tend to feel pressured at school, thereby lowering their academic achievement (Malak et al., 2021). Thus, the negative impact of this dependence needs to be eliminated with various active efforts from stakeholders.

RESEARCH METHOD

Respondents in this study were civil servants in Kupang City. Respondents must meet several criteria: willing without coercion to answer the questionnaire, have been working as a civil servant for at least a year, and did not know the hypothesis of this study. The criteria are necessary to avoid bias answers from respondents. The respondents were not rewarded for participating in the study and they were informed that they could stop participating at any time if they felt uncomfortable. Number of respondents engaged in this study is 162 people.

The respondents accepted the invitation to participate in filling out the online questionnaire. This invitation was sent via social media, and private message networks. Previously they were

informed that the purpose of this scientific research was to find out the use of social media by employees.

We adapted the questions used in this study from prior literature that have surpassed the validity and reliability inspections. There are four constructs in this study. First, social media addiction was measured by 7-items developed by Andreassen et al. (2012). Second, measurement scale to examine job stress was adapted from a study by Cohen et al. (1994) who released a 5-items scale. Third, we measured happiness construct as adapted from a prior study by Diener et al. (1985). The scale consists of four items. Finally, job performance variable was examined by an 8-item scale created by Williams and Anderson (1991). All variables were measured using a 5-point Likert scale.

The analytical tool used in the present study is Structural Equation Modeling (SEM). This is a quantitative study that aims to investigate the existence and type of relationship between one variable and another. To simplify the calculations, we used SmartPLS software. The analysis stages themselves will be divided into early and advanced stages of analysis. Preliminary analysis is carried out to ensure that all measurement scales are valid and reliable, ensure that the research model meets classical assumptions, as well as perform data cleaning. While further analysis is conducted basically to test the hypotheses that have been built.

Social Media Addiction and Psychological Conditions of Employees

Social media addiction affects the psychological and psychological condition of a person, including those who work as civil servants. Previous research has shown that symptoms of social media addiction can be manifested in mood, cognition, physical and emotional reactions, and interpersonal and psychological problems (Hou et al., 2019). Internet users post on social media to get reactions from others in the form of likes, comments, and shares, so social media users may experience emotional reactions when reading other people's posts (Fanggidae, 2022; Nowland et al., 2018). Zivnuska et al. (2019) states that these reactions to social media are "emotions" that people experience when responding to and reading other people's social media posts." Emotional reactions, especially in response to posts from coworkers, have the potential to affect job stress.

The use of social media has a unique relationship with one's happiness, where fair use can increase happiness but if social media is used excessively, it can reduce happiness (Zhao, 2021). McDaniel (2013) shows that high-tech smartphones have many advantages, so that these almost unlimited capabilities can make individuals a "slave" of smartphones. Social media addiction means that a person spends a lot of time on social media and neglects the people and things around them, which affects their physical and mental health and reduces their happiness. In addition, in an empirical study, Koç and Turan (2021) found that social media dependence can reduce a person's happiness. Therefore, our hypotheses are:

Hypothesis 1: Social media addiction is positively related to job stress.

Hypothesis 2: Social media addiction is negatively related to happiness.

The psychological condition of an employee is considered capable of influencing his performance, work-life balance, work burnout, and ultimately even job performance. Social media reactions drain resources that can hinder the achievement of work-family balance and contribute to job burnout, both of which can lead to decreased performance (Zivnuska et al., 2019). The relationship between job stress and performance has long been discussed in the literature by experts (Lazarus et al., 1952). Scholars agree that work stress can reduce employee performance (Deng et al., 2019; Jamal, 1984) because stressed employees tend to feel unwell, lack motivation at work and often feel uncomfortable in the work environment (Hussain et al., 2019).

The concept of happiness has received more attention from experts and practitioners (Magnier-Watanabe et al., 2017). Happiness has been the most important goal for humans throughout history, including in the face of the digital era with rapid technological changes. Happiness is often described as a state of well-being, feeling satisfied, supported by positive events in an individual's life in terms

of spiritual, economic, psychological, and physiological (Bangun et al., 2021). Happy people can maximize their psychological functions well so that they achieve their goals effectively and efficiently. Therefore, it can be assumed that people who are happy in their work can achieve good performance (Wright & Cropanzano, 2000). Based on the literature review above, we build the following hypothesis:

Hypothesis 3: Job stress is negatively related to job performance.

Hypothesis 4: Happiness is positively related to job performance.

Hypothesis 5: The relationship between social media addiction and job performance is mediated by job stress.

Hypothesis 6: The relationship between social media addiction and job performance is mediated by happiness.

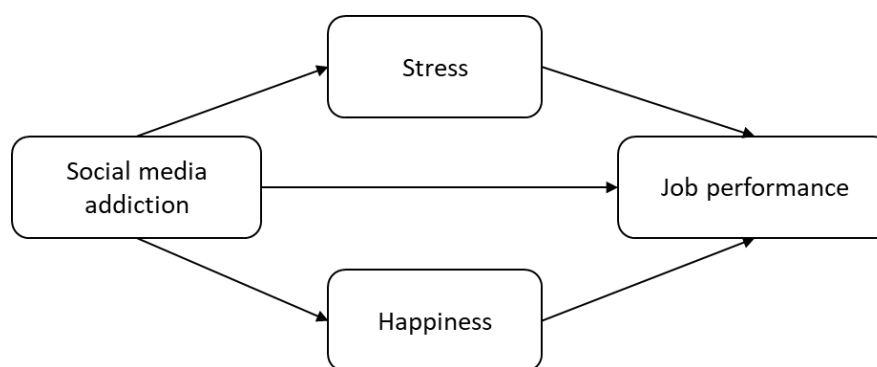


Figure 1. Research Model

RESULTS AND DISCUSSIONS

Measurement Model

This study examines the reliability, convergent and discriminant validities by exercising confirmatory factor analysis. The values of items loading and the average variance extracted (AVE) are expected to exceed 0.50 to determine the convergent validities of the items (Hinton et al., 2014). The reliability threshold as suggested by Fornell and Larcker (1981) are both the values of Cronbach's alpha and composite reliability (CR) is higher than 0.70. Table 1 shows that all item loadings are above 0.60, or in the range of 0.69 - 0.87. The constructs' Cronbach alpha (α) and Composite Reliability are higher than 0.70, also the AVE for each variable is higher than 0.50 as suggested, or in the range of 0.56 - 0.65.

Table 1. Results of measurement analysis

Constructs	Factor Loadings	Cronbach Alpha (α)	Composite Reliability (CR)	Average variance extracted (AVE)
Soc Media Addiction (SMA)	0.71 - 0.87	0.88	0.89	0.56
Happiness (HP)	0.73 - 0.78	0.76	0.84	0.58
Job Stress (JS)	0.69 - 0.88	0.86	0.90	0.65
Job Performance (JP)	0.76 - 0.85	0.93	0.94	0.66

Furthermore, Fornell and Larcker (1981) recommend to assess discriminant validity by evaluating the square root of AVE for each variable and the correlation between the variable and all variables in the conceptual model. Also, the value of the HTMT ratio should be lower than 0.90

as suggested by Henseler et al. (2015). As illustrated in Table 2, the requirements have already been satisfied.

Table 2. Discriminant Validity

Variables	SMA	HP	JS	JP
SMA	(.85)	0.37	.52	.28
HP	.33**	(.87)	.13	.27
JS	.50*	.09	(.89)	.18
JP	.27**	.23**	.17*	(.83)

Note : Diagonal values (in the brackets) are square root of AVE, values below the diagonal are correlations between variables, values above the diagonal are HTMT ratio.

Hypothesis Testing

We investigated the direct relationships in the research model. First, the relationship between social media addiction and job stress was hypothesized as having a negative one. It was found that the first hypothesis was approved ($b = 0,53, p < 0,05$). That is, when an employee is addicted to social media, his/her job stress tends to be higher than a regular user of social media. Second, the results showed that the social media addiction influenced the happiness negatively ($b = -0,47, p < 0,01$). This indicates that when an employee is addicted to social media, his/her happiness is reduced. In contrast, his/her happiness increased if s/he was not addicted to social media. This confirmed the second hypothesis. Third, we found that job stress negatively related to job performance of the employees ($b = -0,31, p < 0,01$). The result approved the third hypothesis. Fourth, as predicted, happiness of the employees positively affected their job performance ($b = 0,32, p < 0,01$).

Our predicted indirect relationships were approved in the data. First, we found a significant indirect relationship between social media addiction and job performance as mediated by job stress ($b = -0,17, p < 0,01$). Second, we also found that relationship between social media addiction and job performance is mediated by happiness ($b = -0,15, p < 0,01$). Overall, our hypotheses were confirmed in the data.

CONCLUSION

This study finds mediating roles of job stress and happiness in the relationships between social media addiction and job performance. The results are in line with a previous study in the same area. Zivnuska et al. (2019) found that social media addiction relates to job performance through both work-family balance and job burnout. The present study contributes to literature by advancing the roles of job stress and happiness as mediators in the relationship between social media addiction and job performance. Practical contributions of the present paper can be directed to institutions with social media addiction issues. Given the importance of psychological states of the employees in forming job performance (i.e., happiness and stress). Institutions may consider conditions that may lessen the job stress and boost happiness in the workplace. Social media addiction clearly carries bad influences toward employees. Therefore, it is advised to institutions to reduce the social media usage in the workplace, especially for pleasure activities. Regardless of its contributions, this study holds limitations. First, this study's respondents are civil servants in a major city in Indonesia. The sampling frame may limit the practical implications of the study to a category of employee alone. Future study may resolve this issue by including different types of occupation as respondents. Second, the present study did not include conditions where the relationship between social media addiction and job performance would generate different results. Thus, future study may comprehend moderators that may at the same time make and enrich theoretical contributions of the study.

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