Social Media Usage at Workplace: Effects on Employee well-being and Task Performance

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By

AROOJ JEHANGIR

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Under the Supervision of

ASSISTANT PROFESSOR DR. HASSAN RASOOL

Department of Business Studies

PAKISTAN INSTITUTE OF DEVELOPMENT ECONOMICS

ISLAMABAD PAKISTAN

Pakistan Institute of Development Economics

CERTIFICATE

This is to certify that this thesis entitled: **"Social Media Usage at Workplace: Effects on Employee Well-Being and Task Performance"** submitted by Ms. Arooj Jehangir is accepted in its present form by the Department of Business Studies, Pakistan Institute of Development Economics (PIDE), Islamabad as satisfying the requirements for partial fulfillment of the degree of **Master of Science in Management Sciences**.

External Examiner:

Dr. Khurram Shehzad
Professor
Riphah University, Islamabad

Supervisor:

Dr. Hassan Rasool
Assistant Professor
PIDE, Islamabad

Head, Department of Business Studies:

Dr. Nadeem Ahmed Khan
Head
Department of Business Studies
PIDE, Islamabad

Dedication

This research is specifically dedicated to my mother to enable me what I am today. You are my only first inspiration without your love and support I am nothing and will not be able to accomplish any task. I would also like to dedicate it to my father for his endless love and encouragement. My brothers Tahseen Ali and Awais Ali who always encourage me and provide me everlasting support throughout my studies. My Classmate, Syed Muhammad Adnan has a great source of motivation and strength during moments of despair and discouragement.

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Abstract

This study investigates the impact of use of social media at workplace by taking employees wellbeing and task performance as dependent variable. Both dependent variable and task performance are analyzed in an experiment. For conducting experiment, a population of 40 management trainee officers (MTO) has been chosen. For measuring use of social media outcome, the population is divided into two groups. One group is allowed to use social media while other group prohibit social media at workplace. The study examined impact of social media usage at workplace as well as it also provides theoretical and experimental support. The results are useful for organizations for managerial decision making regarding social media concerns.

Keywords*: Social Media, Employees Wellbeing, Task performance, social media usage at workplace, experimental study.*

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Chapter#1

Introduction:

Social media is considered as most popular tool used for communication on the internet as, about two out of three American average internet users using social media sites and is around 63.7% or roughly 147.8 million people (eMarketer 2011). Social media play important role to assist heath care industry at large, also Facebook is widely used by those individuals who prefer to use social media for heath purpose (Dolan 2011). According to (Fox and Jones 2009) the evolution of social media brings information seeking and sharing easier and substantial. (Downes and McMillan 2000) investigates that through distinctive features of social media sites it allows its user to interact, share videos and photos, retweet and comment on Facebook. Although many studies recognize the concept of interaction as a key in internet advertising but social media website has expected negligible attention. The web 2.0 technologies had have three effects – the movement in the locus of activities from the desktop to the web, the transferal of value production from the firm to the end user and eventually the shift in the locus of power from the firm to the consumer (Berthon et al.,2012).

Social media has offered diverse innovative features like feedback system, news feed and variety of quizzes which may boost branding and promotional activities of organization by charming visitors and inspire them to frequent use of social media website of organization (Zarrella 2009). (Oh, Ozkaya, & LaRose, 2014; Reinecke & Trepte, 2014) examines that dominating social media sites for example YouTube, Pin interest, twitter, Instagram, Myspace and so forth have considered as important component of daily activities of most of the people around the world. Interestingly, one of the main focuses of research conducted on social media usage and its concentration on

psychological and societal outcomes. Nevertheless, utmost research was generally conducted in educational bodies by using students as subjects (Chang & Heo, 2014; Kalpidou, Costin, & Morris, 2011; Kirschner & Karpinski, 2010). However, not as much of is known about consequences of social media usage in organizational context. Studies conducted in the context of social media use in organization shows that employers were afraid of usage of social media sites by employees during work hours. Other studies show that social media is considered as major work interrupter that ultimately affect employee performance. Presently, there is a lack of empirical evidences and studies that investigated this impact thoroughly and to guide organizations to construct organizational policies concerning about social media usage at workplace. Furthermore, the use of social media is directly obsessed by the degree of connection of people socially connected with one another (Sacks & Graves, 2012). (Moqbel, Nevo, and Kock, 2013) investigates that job satisfaction and perceived job performance are two important job related outcomes and it is chosen because of it is considered as integral component and key index that can drive the success of an organization. Studies regarding social media adoption at organizational level are quite inadequate; however, studies that examined social media usage in organizational context are as follow: -

(Curtis et al., 2010) conducted a study by using Unified Theory of Acceptance and Use of technology highlighted that social media is considerably becoming a significant tool and effective mode of communication for non-profit sector. As, organizations having defined public relations sections are more lineal to implement social media technologies to achieve organizational goals and targets. Moreover, public relation practitioners are more interested to adopt social media tools if they find them effective and credible source of information. Authors like, (Koo et al. 2011) by employing social theories and media richness theory studies

that how effectively an employee by using social media technologies achieve his/her task characteristics. The results of his study shows that social media usage of employees have positive impact on task performance as the task characteristics were associated with media usage and other significant social factors such as social influence and social affinity moderated the grade of relationships that's employees are associated socially with one another. According to (Okazaki and Yagüe, 2012) social networking sites positively enhanced the impact on electronic word of mouth intentions. Similarly, brand-game fit is positively associated with perceived brand value and electronic word of mouth intention. Other studies have also investigated social media using qualitative approach. (Tikkanen et al., 2009) indicates key factors and analyzed qualitatively the evolution and achievement of marketing in virtual worlds. Social media is a yielding Information superhighway that is used for accessing steadfast and updated information (Sigala, 2012). Subsequently, (Hur, Kim, Karatepe, & Lee, 2017) studies that social media is an effective tool that facilitates online learning at massive level and through its popularity it is considered as vast source of sharing information. According to (Zhang, Guo, Hu, & Liu, 2017) social media provides effective user interface for consumers without physical presence so that they can easily generate information and content and allow them to communicate actively. Likewise, organizations considered social media as powerful billboard that positively resultant towards better business performance and commercial goals (Rapp, Beitelspacher, Grewal, & Hughes, 2013). Social media is used by most of the organizations to enhance brand awareness and brand image of business (Nisar & Whitehead, 2019; Pentina, Gammoh, Zhang, & Mallin, 2013). Social media is considerably influences the choices and decision making power of customers by enable them to share information regarding their experiences and recommendation and having access

to sources of shared information (Chen, Fay, & Wang, 2011). Hence, social media is considered as important tool for the development of relationship with customers, potential suppliers and partners and trust with customers significantly (Rapp et al., 2013). (Davcik & Sharma, 2016) studied that according to resource based view, social media is considered as innovative resource that could be ultimately beneficial for organization for sustained competitive advantages. Social media is increasingly become an animate force that led towards interruption of institutional arrangements at wide level (Barros, 2014; Comunello & Anzera, 2012; Nielsen, 2013; Ronson, 2015; Valenzuela, 2013). (Markham and Lee, 2013) highlighted that organizations focus more towards utilization of IT tools have declared as high performing business firms that it enabled them to speed up the process of market the new products timely. According to (Marion et al., 2014; Ooms et al., 2015; Roberts and Candi, 2014) the questions related to circumstances under which social media improves organizational performance by establishment of innovation processes is increasingly investigating by researchers. (Castellacci et al., 2005) investigated that other potential significant impact of innovative technologies like social media specifically in terms of user's wellbeing have generally neglected. A definite assumption regarding new emerging communication technologies is that these technologies nurture economic growth and performance, and adverse subjected to human wellbeing. Furthermore, literature regarding well-being shows that there is complex relationship between economic outcome and individual well-being and it is not inevitably the case. It is thus crucial to examine the link between social media impact on task performance and well-being. Other studies have based on large-scale survey databases to investigate the relationship between innovative communication technologies and well-being (Kavetsos and Koutroumpis, 2011; Graham and Nikolova, 2013; Pénard et al., 2013; Ganju et al., 2015). Nevertheless, many other potential routes through which well-being shapes by the use of

internet have limited number of studies. Currently, there is a lack of logical research and holistic framework on this significant theme that may chain different insights from other disciplines sand provide direction for future research.

Research Gap:

There is limited scholarly research on social media in respect of insightful investigations regarding different motivations behind social media usage and subsequent effects on organizations, specifically in perspectives of task performance and employee's wellbeing**.** (Dutta and Fraser ,2009) and others (Roberts and Candi, 2014) studied that to bring significant change at organizational level it is essential to adopt digital technologies. These accords modernistic approach with recent work contributes to HR literature that positively supports internal organization regarding policy and decision making. Ben Martin figure out twenty contemporary research challenges, according to him one of the main crucial challenge is to investigate social media and advanced technologies (internet) impact on human well-being, Inn.(Martin, 2016). There is surprising lack of research regarding social media technologies and its diverse impact on humans, subsequently, it is gaining rapid momentum, as it provides online platform for users to share information and it is also considered potential tool that encourage knowledge transfer and cooperation beyond firm boundaries (Murphy and Salomone, 2013). To date, little research has been conducted to potentially look at the distraction caused by social media usage at workplace and it's both positive and negative impacts that effects well-being and task performance. From previous studies as mentioned above the greater amount of social media leads to decreases task performance and happiness. However, it increases the levels of technostress among individuals.

Hence, in order to understand the potential of social media, it is critical to investigate the various purposes of social media usage and its impact on task performance by considering

employees well- being.

Research Objectives:

This study mainly focusses on the investigation of the role of social media usage at workplace as either it enhancing or diminishing employee well-being and consequently what are the conditions under which it proves beneficial for the organization. Moreover, how it effect task performance? Moreover, the objective of the study is to guide policy makers to develop effective social media related policies for employees considering their well-being and task performance.

Research Questions:

The main purpose of this study is to highlight the issue by focusing on the following questions

1. Does social media usage effect task performance and well-being at workplace?
2. What are the possible consequences of social media use at workplace?
3. What are the potential impacts of social media usage in context of employee's well-being?

Significance of Study:

In view of the above stated objectives, organizations use social media platform for the creation of value addition at their workplaces, branding and promotion of businesses. The present study related to social media tools is beneficial for organizations to add values in their workplace. The study aims to encourage managers to focus on employee's cognitive needs towards employee's well-being that ultimately impact positively on their task performance.

The more effective use of social media between the organizations has strengthened the brand

image. One of the upmost significant impacts of social media usage is the enrichment of information accessibility. Through the use of social media sites like Facebook organizations can easily attain information about their potential customers, their perceptions, their requirement, interests and so forth.

By like and follow option of Facebook page of organization, the consumer easily obtains updated information regarding product or service, competitors, branding strategies and sentiments and information about organizational day to day activities. Likewise, social media also facilities organizations to attain information faster and quickly and know instantly about new trends, market information and built industry linkages.

Moreover, it also enabled organizations to easily deliver the organizational information to the public precisely and timely. On the other hand, appreciation to employees to use social media to build social connections is equally important. Usually policies are formulated and implemented without considering any evidence base research at organizational level which ultimately effects productivity of employees. Managers should allow subordinates to create their own interest groups so that it boosts their motivational level. Also, certain amount of unrelated chat and post beyond described job roles should be neglected and tolerated that it impacts positively toward employee's job satisfaction as they feel relax and it helps them to reduce job stressors.

In summary, our findings will determine that the current need for managers in Social media usage at workplace for achieving good agility performance. Managers should take appropriate steps to leverage Social media toward improving the psychological conditions that enhance task performance and wellbeing of their employees.

Chapter # 2

Literature review:

Social Media:

Social media is defined as "a cluster of internet- based applications that form on the basis of technological and conceptual foundations of web 2.0, and it allow user to generate and create contents by own". Distinctive features of social media comprise of involvement, openness, discussion, communal, and connectedness (Mayfield 2008). A common component of social media is that the content and information of the sites is generated and shared by user itself (Gangadharbatla, 2011). Social media encourage and facilitates discussion among participants with relatively few barriers and control access for example buttons or quizzes, discussion forums, feedback mechanisms and so forth (Mayfield, 2008). The rise of social media platform enhances proficiencies for sharing of information and provide interactive communication access to users online (Kaplan and Haenlein, 2010). Davasheesh (2018) study revealed that workplace interactions facilitate resource replenishing features of the job in such a way that it ultimately beneficial for across the work home interface. (Palfrey and Gasser, 2008) investigates that the key reason behind the use of social media among Generation "y" is to interact with others. The Generation "y" social media users 18 to 34 years old are significantly prefer to use social media for interactions, personal relationships and acquaintances as they feel valuable to seek feedback regarding brand or product they use (emarketer, 2011).

Social media may not lead towards negative job- related outcome as according to Peerayuth charoensukmongkol (2014) through the mediating effect of job satisfaction there is an indirect relationship between social media use and cognitive absorption.

According to (Trusov, Bucklin, and Pauwels 2009) social media offers instant feedback option and participation from users that complement degree of interactivity which eventually facilities consumer access and involvement in content generation and spreading of information. Having trait of interactive potential, many organizations prefer social media for marketing and promotional tactics and cherish two-way or multidirectional links between brands and end users (Burson-Marsteller 2010; Tuten 2008). Health care community considered social media as integral part of communication planning and recognize social media tactics used for marketing of products (Chou et al. 2009). The amalgamation of social media site with one another like Facebook with YouTube, twitter and so on not only make easier for health care units for dissemination of their message but also allow them to share required information in various forms like audio/video materials, instant chat with consumers and allow them to visit organization fan pages online at any time in numerous formats (Reed, 2010). (Boyd and Ellison, 2008) studied that social media provides variety for personalization of user profiles and maintenance of social connections, it also offers wide range of diverse branding options. Organizations can take advantage of social media sites like Facebook for the creation of positive image and expansion of connections with more users, it further provides extensive series of opportunities to present description of highly selective material (Trusov, Bucklin, and Pauwels 2009). Organizations are frequently engaged in designing and self-presentational tactics such as generating user profiles for the sake of impression management (Goffman, 1959). Furthermore, social media is closely related to the concept of impression management as people choose certain positive traits for self-presentation that eventually display positive image of organizations or individuals (Utz 2010). An eye-catching and distinctive user Facebook profile may lead visitor to visit and like the organization's page and strengthening long term relationship by joining its community (Tuten 2008). Brand awareness among communities is

ultimately beneficial for enhancement of customer loyalty (Holland and Baker 2001; Thorbjørnsen et al. 2002), it also may lead toward viral marketing tactic which came into existence by word of mouth (Thackeray and Neiger 2009; Trusov, Bucklin, and Pauwels 2009). Besides the number of benefits of social media offers it also have a potential negative impact on users specifically concerns regarding rise of social media addiction (Andreassen, Torsheim, Brunborg, & Pallesen, 2012; Griffiths, 2012). According to (Karaiskos, Tzavellas, Balta, & Paparrigopoulos, 2010) a clinicial report revealed that some people cannot stop themselves from checking social media on frequent basis which is termed as social media addiction. This attitude inclined towards less focus on their job roles and responsibilities. The students spend more time on social media sites like Facebook had worse academic performance when compared with those who spend limited time (Kirschner and Karpinski, 2010). Another study by Kim and Lee (2011) shows the positive relationship among subjective well-being and number of Facebook networks of university students. According to Reinecke and Trepte (2014) social media likely to increase psychological well-being subject to use as realistic self-presentation. Moqbel et al. (2013) study explore that social media usage at workplace have positive impact on job performance inclusive of organizational commitment. The study was conducted in United States by using the sample of 193 employees which significantly explores social media impact on job performance and satisfaction also organizational commitment. Regardless of these novel findings, it is quite essential to explore additional evidence in diverse context. Furthermore, it is important to identify other workplace factors that lead employees to believe that why the use of social media is beneficial for them which remain undefined. Social media is significant medium of information exchange in order to disseminate user generated data. (Steenkamp and Hyde-Clarke, 2014). It is a platform that shifted concept of consumption

based internet services to interactive and cooperative by generating more innovative opportunities of interaction among public and the organization (Henderson and Bowley, 2010). Due to changing trends observed among end users of product or service it is important for organizations to may considered social media for exchange of information. According to (Mangold and Faulds, 2009) marketing managers should emphasizes the analytical power and nature of concerns carried out by end users by using social media. By the use of social media it is quiet easier to deliver products and services to end users directly in short span of time and at low cost also by targeting several areas of marketing such as marketing intelligence, promotional strategies, public relations and communications, product management (Akar and Topcu, 2011;Tanuri, 2010), social media has gained fame and have centric attention in many industries. ln order to gain competitive advantage in virtual business environment it is essential for an organization to actively participate in social media sites like YouTube, Twitter, Facebook and so forth to gain advanced level of efficiency (Kaplan and Haenlein, 2010). The emerging drift of social media encouraged many researchers to conduct studies in this field. Conversely, most of the research studies are comprises of individual perspective rather organizational context. (Agarwal and Mital, 2009; Coyle and Vaughn, 2008; DeKay, 2009; Gangadharbhatla, 2008; Pelling and White, 2009.

Social Media and Task Performance:

One of the reason of social media usage at workplace is due to good association among employees within organizational context which is directly associated with increased perceived levels of support from associates which in return positively motivates employees to interact and communicate frequently (Fay & Kline, 2011).Social media function as faster and easier online tool for interaction and connection between colleagues in organizational context

(Raacke & Bonds-Raacke, 2008). Social media remove physical barriers like face-to-face interaction for discussions and sharing of information, it provides platform for users to access and interchange information regardless of place either within or outside of an organization. (Skeels & Grudin, 2009). Oh et al. (2014) investigated the positive relation between perceived social support and social media usage. According to (Smayling & Miller, 2012) employees who are delighted with their job roles are much more eager to work effectively which eventually results in high job performance. Consequently, Moqbel et al. (2013) conducted study on United States employees investigates that job satisfaction is positively mediating the association among intensity of social media usage and job performance. There is limited academic research on insightful investigations regarding various aspects of social media usage and its consequent impacts on organizations (Schultz et al., 2012). A very fewer studies have explored the concrete impact of social media usage in organizational context. Conversely, from above studies most of the studies based on social media usage and its general implications on businesses. However, Torkzadeh and Doll (1999), by using attitude-behavior theory study impact of technology from the notion of value chain perspective which revealed that organization use various drives for which encourage it to use social media and investigates its impact on overall organizational performance. Regardless of number of benefits of social media, it has been increasingly impact negatively on users in number of ways, a survey conducted by Kelly Global workforce index (more than 168,000 respondents worldwide) examined that 43% of respondents found use of social media has negatively impact productivity (Kelly services, 2012), the personal use of social media during work time can lead towards negative consequences as higher rate of usage of social media resultant in lower task performance and subsequently lower happiness while on the other hand it enhance

technostress level (Stoney brooks, 2015), normally interruptions using social media at work and the challenge in mentally returning to the primary task faced by user can affect inefficiencies in task performance (cutrell,&Horvitz,2000). The consequences of interruptions during work time indicate that employee discounted the current task and shift to another activity (Wajcman & Rose, 2011).

According to (Parveen and Jaafar, 2014) study social media has huge impact in terms of organizational performance as it directly influences performance of organization by enlargement of customer relationship, better information accessibility options and meaningful cost reduction in respect various disciplines like marketing and customer facilitation. Social media foster relationship among employees by providing improved internal level of communication, knowledge sharing and faster accessibility of information and boost association among employees (Meske and Stieglitz, 2013).

On the other hand, author like (Pavitt, 2003) highlighted that the effective use of social media enabled organizations to work across geographical boundaries and widen their business networks; also social media effectively adopted by organizations in order to promote the sharing of information to consumers and to intensify knowledge acquisition practices actively.(Laursen and Salter, 2006; Torkkeli et al., 2009; West and Bogers, 2014) highlights that much of the existing literature identify the benefits of openness in terms of knowledge sharing and positive impact of sourced knowledge from external actors that it positively associated with the financial performance of an organization. By the effective usage of social media tools it allows organizations to seek input directly from end users and suppliers which may resultant to decrease the need of input required from employees. (Hoyer et al., 2010). Furthermore, the acquirement of knowledge from external linkages also diminish the entry

cost of organization with the involvement of existing suppliers and consumers which is beneficial to retain fix costs of in-house operations regarding research and development (Vahter et al., 2014). Beside the advantages of social media like it provides platform for interaction, sharing and exchange of knowledge, feedback and suggestions and so forth. However, the social media is not just one thing that drives success; on the other hand, organizations should take into account the holistic approach which defines the impact of social media technologies on employees at workplace on daily basis, (Murphy and Salomone, 2013) specifically to answer the question that what facilitation mechanisms actually provide by organization to use social media tools for inter and intra-organizational communication purpose. For effective and smooth flow of information and knowledge it is crucial to develop systems, appropriate structures and procedures. (Jolink and Dankbaar, 2010; Petronietal., 2012; Ritala et al., 2009). According to Murphy and Salomone (2013) organizations must provide accessibility and some managerial control to employees regarding use of innovative technologies and it should be endorsed from grass root level so that large number of group of people connect with one another. This should be accord with the decision of competent authority especially with the involvement of HR department of organization. Most management practitioners conclude that knowledge workers in terms of job performance are considered as the most crucial to an organizational competitive advantage and success as many organizations attempt to get maximum output out of their employees: for example, a Gallup study (Crabtree, 2013) reported that at US only 30 percent of workers are reaching at their full potential level while working at their workplaces. (Xiongfei Cao & Lingling Yu, 2019) investigated that excessive use of social media information sharing diminish employee's psychological strain. Moreover, strain and technology work conflict negatively

impact on employee job performance. According to (Ahsan Ali, Hongwei Wang & Ali Nawaz Khan, 2019) effective coordination among employees by the use of social media enhances the level of trust and team creative efficacy. Excessive use of social media is having a direct negative impact on routine performance but have positive contribution to the development of social ties, leading to a mitigating positive influence on innovative performance (Hossam Ali-Hassan, Dorit Nevo & Michael Wade, 2015). A study conducted by (Farzana Parveen & Noor Ismawati Jaafar, 2015) examine that social media plays vital role when it came to enhancement of customer relationship, improvement in information accessibility and cost reduction in terms of marketing tactics which further impact significantly the overall performance of the organization.

Social Media and Well-Being:

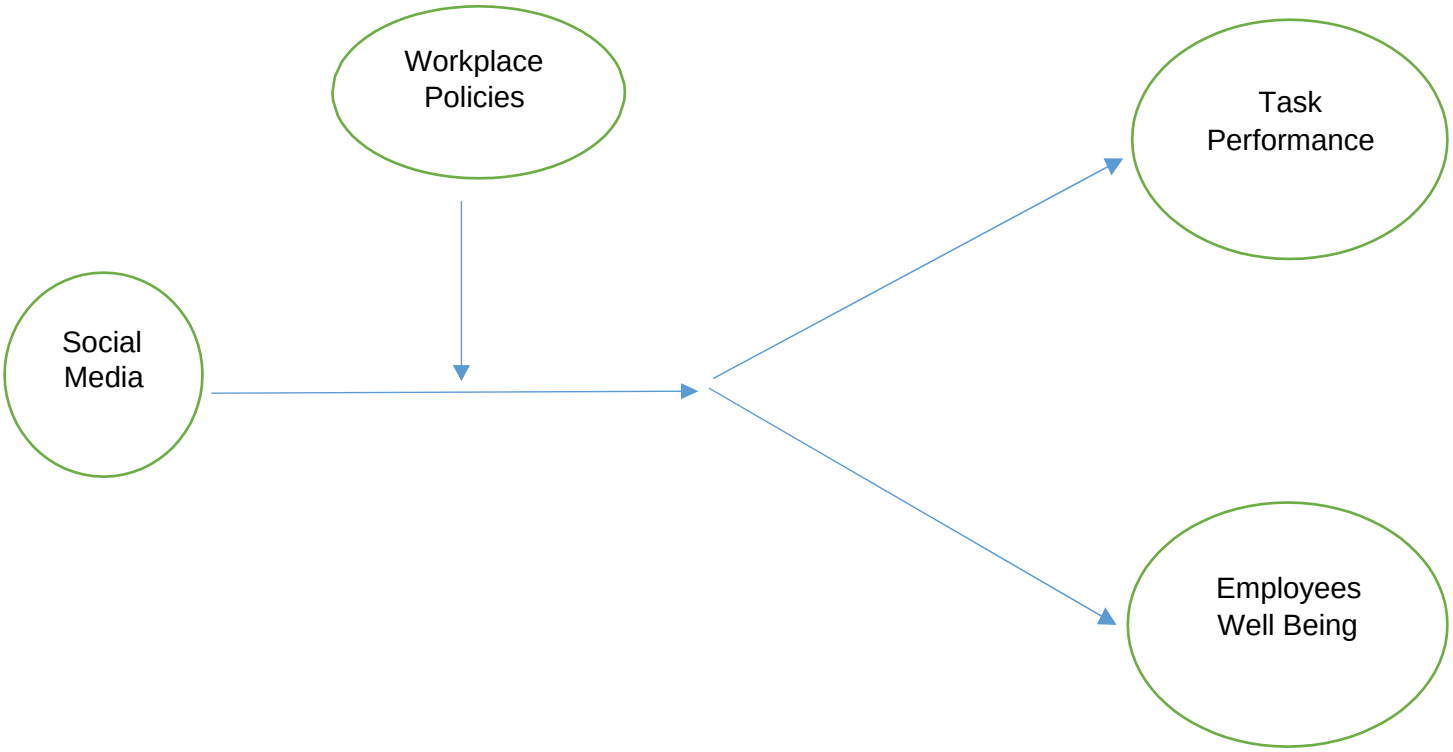
(Kahneman and Krueger, 2006) conducted empirical studies to investigate the two different aspects of human well-being: (1) Hedonic (well-being associated with emotions), which mainly concentrates on experienced happiness and pleasure in term of short-run feelings experienced by individual , which further can defined as the rate and intensity of experiences related to joy, anxiety, love, anger fascination and so forth (Kahneman and Deaton, 2010, 16489); (2) evaluative well-being, it is termed as the long living experiences and thoughts of people which they valued and think about them (Kahneman and Deaton, 2010, 16489). According to employee's perception, generally, well-being is defined as the degree to which subordinates perceived that supervisors support and cares for them. Supervisors have control over punishment and rewards of employees. Therefore, employees perceive that well-being is determined to the extent to which subordinates perceives about their supervisor care and support and it is reflected in the behavior of employees during work hours. The concept of

supervisor support and its connection with employee behavior can better be explained by using social exchange theory signifying that if employees find organizational environment supportive they feel compelled to reciprocate with conducts that are favorable for the organization (Zhang & Jia, 2010: p. 747). According to (Grant, 2007) employees who interact with one another for the sake of beneficiaries of their work eventually results in self-motivation of employees and significantly enhance their well-being. (Wharton, 2009: 160, italics added) investigated that positive consequences reported inmany studies arises duetohighlevels of workplace interactions with others. Furthermore, the studies regarding leader-member exchange theory exhibited that employees who received fair treatment from their bosses have less involvement in respect of counterproductive behaviors and feel more motivated towards their work and such positive behaviors that is beneficial for the organization (Tse, Huang, & Lam, 2013). (Demerouti, Bakker, & Fried, 2012) studies that job demands are crucial factors that lead towards work related stress, anxiety and burnout. Due to this, employees engaged more in high job demands perceived that social media is significant for them during official time. This argument can reinforced by the use of job demands-resource model (Hausser, Mojzisch, Niesel, & Schulz-Hardt, 2010), which further suggest that employees who are facing high level of stress due to job demands may require some level of support to cope effectively with external stressors. Employees who are using social media occasionally feel relaxed and satisfied during workplace. Moreover, employees access to social media open up more opportunities for them to connect with their family and friends internally as well as outside organization (König & Caner de la Guardia, 2014). The social interaction among employees lessen their work related stress level more effectively (Schreurs et al., 2012). According to social support theory literature, the good relationships and interaction among employees at workplace bring positivity related to

employee's attitude concerning their jobs (Gaan, 2008; Singh, Suar, & Leiter, 2012). Moqbel et al. (2013), study is also consistent with study of positive influence of social media that exhibits that social media usage of employees can promote their job satisfaction and enabled them to attain work life balance and help them to manage work family conflict (Michel, Kotrba, Mitchelson, Clark, & Baltes, 2011). (Babcock-Roberson & Strickland, 2010: p. 316) studied about absorption of employee in a job while working at workplace in such a way that everything is forgotten; it is a work engagement of employee that reflects specifically psychological state. According to (Ho et al., 2011) work engagement is the critical aspect that it reflect solid impact on level of involvement and devotion that people insert to their work related activities. Usually, the employee engaged more in work engagement observed that time passes as quickly as they are strongly psychologically associated with work while performing the task (Schaufeli et al., 2006.) Decentralization enhance the employee's involvement and willingness to share information knowledge (Gupta and Govindarajan, 2000) and knowledge which enhance coordination among subunits internally in an organization (Sheremata, 2000; Van Wijk et al., 2008). According to (Sabine sonnentag, Leonard reinecke, Jutta mata & Peter vorderer, 2018) frequent interruptions by online messages anticipated higher time pressure which ultimately increased negative impact. Subsequently, experiencing frequent interruptions has positive impact on higher responsiveness to online messages which in turn indicated higher perceived task accomplishment. A study investigates the consequences of friends networking site on teenager's self-esteem and well-being, it exposed that positive feedback on profiles boosts social self-esteem and well-being of teenagers while negative feedback lower their level of self-esteem and well-being (Patti M. valkenburg, Jochen peter &, Alexander P. schouten, 2006). According to (Valkenburg & Peter, 2007)

social networking sites reduces the quality of relationships maintained through internet and thus have negative impact on well-being. Research on association between facebook (social media site) and well-being is still insufficient (Seydi Ahmet Satici, 2019). (Twenge, Joiner, Roger &Martin, 2018) detected that social media usage negatively impact the mental health of teenagers specially among females as according to their study results between 2010 and 2015 the level of depression and average rate of social media usage increases due to the which the number of suicide attempts significantly raises. Furthermore, the authors also concluded that screening activities and use of social media negatively impact the mental health of teenagers. (Kross et al., 2013) found that higher frequency of Facebook use at one time point projected subsequent raise in negative emotions. They also stated results from a short-term experimental study that found that giving up Facebook for a week considerable increased positive emotions (Tromholt, 2016; Sagioglou & Greitemeyer, 2014). The regular widespread use of digital technologies causes serious impact on psychological well-being (Taylor, 2019). According to recent study of (Sharon Horwood & Jeromy Anglim, 2019) the problematic use of smartphones is becoming a significant issue of public health and there is a limited research explaining the association between smartphone usage and well-being.

(Conceptual Model)



***Workplace policies*:** *Social media usage is allowed at workplace*

Social Medial usage is not allowed at workplace

Chapter # 3

Research Methodology:

The study is based on experimental research and will attempt to gain insight about the effects of social media usage on employee's well-being and task performance. The study is conducted as National University of Medical Science, Rawalpindi and it comprises on one-month research except public holidays. The population is consisting of 40 newly University Management Training officers (UMTOs) inducted by university. SPSS software is used for analysis of data. The study is conducted by using ex-post facto Research design method.

Ex-Post facto Design: It is considered as "Quasi-experimental design" in which group are compared on the basis of qualities already exists on comparison of some dependent variable. In ex-post facto research design method subjects are not randomly assigned – they are group based on a particular characteristic or trait. It is useful in such a cases where true experimentation cannot be used because full experimental control is lacking, the researcher may choose the specific set of variables that are not controlled.

The study further targeted the "Multiple time Series Design" (type of Quasi- experimental design) that includes another group of test units to serve as a "Control Group". The study is divided into two groups one group is "experimental group" at where respondents have full access to all type of social media stuff and they are allowed to use social media during working hours without any limitation. On the other hand, the second group is "Control Group" at where intervention is designed to limit social media use and respondents of this group is not allowed to use social media during work. The intervention is designed in such a way that individuals belongs to this group leave their cell phones before entering into work stations. Also, they have no access of internet to

use social media on their personal computers during working hours. The experiment was comprised on 20 days and data was collected at the end of the each day from both the respondents and from their supervisors. The well-being data was provided by respondents and subsequently task-performance data was collected from each group respective supervisors accordingly by using survey instruments. Furthermore, the data was daily recorded by the end of each day using Excel sheet.

National University of Medical Sciences:

National University of Medical Sciences is Public Sector University established to promote advanced health care education, innovative research and service delivery. NUMS vision is to become research-led institution by embracing best international standards and procedures in the field of medical education, highlighting contemporary research related issues and also through training and development. NUMS launch Management trainee program at University level and induct 40 Management trainees to equip talented youth, from diverse domains of expertise, with skills required to work in a challenging university environment, through customized content and on job learning. These trainees were enrolled for the period of 06 Months, to improve their technical expertise and competencies further they are rotated to different directorates/ departments during their tenure as trainee officers.

Data Collection:

Data was collected using experimental study design from population of 40 University management trainee officers. The respondents are divided into two groups in such a way that one group is allowed to use social media at workplace or during working hours while other is strictly prohibited. There are total 12 directorates at where the trainees were placed and they perform their job roles

and specific tasks designate to them. Furthermore, there is a proper evaluation method and process followed by assign supervisor respectively so that responses of performance will be collected from each supervisor at the end of the day. Similarly, responses of well-being will be collected from each trainee. The sample consists of 40 respondents 30 (Male) and 10 (Females). Out of which 4 respondent's lies between the age group of 20y-25y (10%), about 30 respondents were between the age group of 26y-28-y (75%) and remaining 6 respondents were from the age group of 29y-32y (15%). In respect of academic qualification 28 respondents are Master's degrees holders remaining 12 have above master qualification.

Frequency of the Population

Statistics

		Gender	Age	Qualification	Designation
N	Valid	40	40	40	40
	Missing	0	0	0	0
Mean		.75	2.05	3.30	1.00
Median		1.00	2.00	3.00	1.00
Mode		1	2	3	1
Std. Deviation		.439	.504	.464	.000
Range		1	2	1	0
Minimum		0	1	3	1
Maximum		1	3	4	1

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	10	25.0	25.0	25.0
	Male	30	75.0	75.0	100.0
	Total	40	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	22-25	4	10.0	10.0	10.0
	26-28	30	75.0	75.0	85.0
	29-32	6	15.0	15.0	100.0
	Total	40	100.0	100.0	

Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Master	28	70.0	70.0	70.0
	Above Master	12	30.0	30.0	100.0
	Total	40	100.0	100.0	

Measure:

There is a huge frequency of data set as data is collected on daily basis from each trainee officer at the end of the day and as well as from their supervisor on daily basis. Therefore, data is daily recorded by using MS excel and further data analysis is done by using Statistical Package for Social Science (SPSS) version 20. The coding and compiling of data set is done according to the sequences and categories defined in questionnaire.

Operationalization of variables:

The variables are computed and operationalized according to conceptual model presented in the study. Both Task performance and Well-being items were measured using 5 point likert scale that in case of task performance the 1 is considered for lowest score ranging from 5 is being the highest one; similarly, in case of well-being ranging from 5 (Extremely often or

Always) to 1(Never). Subsequently, the Social media usage is prohibited in one group that is "Control group" while the other group is allowed to use social media.

The information regarding demographics of participants for example Name, Age, Designation, Department and qualification were answered by them at open choice. Age and qualification are coded on SPSS using 3 scales, while designation is constant that is 1 because the designation is overall same of all respondents.

Well-being:

Well-being is dependent variable.

The variable well-being is measured by using 5 point likert scale that has been developed to measure job stressors specifically job satisfaction and physical symptoms. Furthermore, the scale is design to investigate affective responses to work-stressors. Five Likert rated scale, ranging from 5 (extremely often or Always) to 1 (Never) has been used. The questionnaire is based on 30 questions such as; My Job made me feel at ease, my Job made me feel angry , my Job made me feel annoyed, my Job made me feel anxious, my Job made me feel bored , my Job made me feel cheerful, my Job made me feel calm, my Job made me feel confused , my Job made me feel content, my Job made me feel depressed, my Job made me feel disgusted , my Job made me feel discouraged, my Job made me feel elated and so forth.

Task Performance:

Task performance is dependent variable.

It is measured by using 5 point likert scale, ranging from 1(lowest) to 5(being the highest). The task performance scale is exclusively designed by National University of medical Sciences (NUMS), Resource Development Directorate to access task performance of respondents by

keeping in view the vision and targeted goals of university management training program. This scale comprises on 10 questions i.e Punctuality, professionalism, professional Appearance, Initiative, Quality of assigned tasks, Team Work, Organizational skills, Critical Thinking, Communication skills (Written/Verbal), Research Skills.

Social Media:

It is independent and used as control variable as described earlier in data collection section; population of 40 is divided into two equal numbers of groups. One group is "control group" the social media usage was not allowed and completed prohibited for this group during work hours. On the other hand, the other group is allowed to use social media at workplace during working hours.

Social media present concurrently opportunities and threats for organization. Through social media usage organization can better utilize their available resources, test novel ideas and promote products or services. Hence, it opens up opportunity for organization to fulfil the demand of customers in more agile and responsive manner. Subsequently, management faces issues regarding control over employees and IT based intuitive and applications. Social media usage by employees at workplace may have several diverse impacts both internally and externally which needs to be address while formulation of social media related policies. However, organizational policies are the guidelines or principles on particular topic that is established by higher management in order to build employees actions and perceptions. Policies related to social media reveals about organization's visibility, persistence, association of employees and how and organization attempts to oversee social media at workplace.

Chapter#4

Results

This chapter deals with the results from experimental observations collected on daily basis for continuously 20 days. The hypothesis results are obtained by applying Two Way Mancova Test in SPSS.

4.1. Descriptive Statistics for Variable:

Table. (4.1) Descriptive Statistics

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance
Social Media	40	.0	.0	.0	.000	.0000	.000
Wellbeing	40	.57	2.83	3.40	3.1550	.17878	.032
Task Performance	40	2.70	2.30	5.00	3.4800	.71200	.507
Valid N	40						

Table (4.1) is showing the descriptive statistics of the variables. The number of observations by including all variables i.e. Social Media (Control variable), Well Being (Dependent Variable), Task performance (Dependent Variable) is 40 i.e. N=40, Where N is referred as number of observations. Values for measuring variables range from 1 to 5. Where minimum value is 1 and refers to Never Used and Maximum value is 5 and refer to “Always”. Mean of Wellbeing is 3.1550 and for Task performance is 3.4800, standard deviation is .17878 for wellbeing and for task performance it is .71200. Variance for Wellbeing is .032 and for Task Performance is .507.

4.2. Reliability Analysis:

Reliability and internal consistency of dependent variables i.e. Wellbeing and Task performance is measured by the Cronbach Alpha as shown in Table (4.2). Items used in wellbeing scales are 30

and its cronbach Alpha values is .861. This shows that it is reliable. Similarly, no.of items used in Task performance is 10 and its cronbach Alpha value is .871, that's also reliable.

Table.(4.2): Reliability of Variables

	No.of Items	**Cronbachs Alpha**
Wellbeing	30	.861
Task Performance	10	.871

Experimental Results:

The experiment is done in order to measure the impact of social media at workplace for employee's wellbeing and task performance. Two groups are made which is named as Group1 and Group 2. Both groups consist on population of 20 management trainee officers. Group 1 is allowed Social Media and Group two is not allowed to use of social media. Following questions are made

Q: What are the positive and negative impacts on employee's wellbeing and task performance if social media is allowed at workplace?

Q: What are the positive and negative impacts on employee's wellbeing and task performance if social media is not allowed at workplace?

The experiments result to attain explore the answer of these question is given below

(Group 1)

Day 1: Social Media is allowed at workplace

Table:(4.3)Multivariate Tests[a]

Effect		Value	F	Hypothesis df	Error df	Sig.	Noncent. Parameter	Observed Power[c]
Intercept	Pillai's Trace	.999	7255.666[b]	2.000	18.000	.000	14511.332	1.000
	Wilks' Lambda	.001	7255.666[b]	2.000	18.000	.000	14511.332	1.000
	Hotelling's Trace	806.185	7255.666[b]	2.000	18.000	.000	14511.332	1.000
	Roy's Largest Root	806.185	7255.666[b]	2.000	18.000	.000	14511.332	1.000
SM1	Pillai's Trace	.000	.[b]	.000	.000	.	.	.
	Wilks' Lambda	1.000	.[b]	.000	18.500	.	.	.
	Hotelling's Trace	.000	.[b]	.000	2.000	.	.	.
	Roy's Largest Root	.000	.000[b]	2.000	17.000	1.000	.000	.050

Interpretation:

The two multivariate is calculated to measure the impact of wellbeing and task performance by allowing the condition that social media is allowed at workplace. It indicates that the effect of using social media on employee's wellbeing and task performance is significant i.e. *Lamda=.001, p>.005,* amd interaction between wellbeing and task performance is significant. Where observed power is resulted as 1 which is significant. Also we can see that Root test is also significant i.e. *RTR=806.18, While p =.000 that's significant.* The observed power value is also more than when that's showing that the impact is significant and positive.

DAY 20: Social Media is allowed at workplace

Table :(4.4) Multivariate Tests[a]

Effect		Value	F	Hypothesis df	Error df	Sig.	Noncent. Parameter	Observed Power[c]
Intercept	Pillai's Trace	.998	3750.929[b]	2.000	18.000	.000	7501.858	1.000
	Wilks' Lambda	.002	3750.929[b]	2.000	18.000	.000	7501.858	1.000
	Hotelling's Trace	416.770	3750.929[b]	2.000	18.000	.000	7501.858	1.000
	Roy's Largest Root	416.770	3750.929[b]	2.000	18.000	.000	7501.858	1.000
SM1	Pillai's Trace	.000	.[b]	.000	.000	.	.	.
	Wilks' Lambda	1.000	.[b]	.000	18.500	.	.	.
	Hotelling's Trace	.000	.[b]	.000	2.000	.	.	.
	Roy's Largest Root	.000	.[b]	2.000	17.000	1.000	.000	.050

Interpretation:

The two multivariate is calculated to measure the impact of wellbeing and task performance by allowing the condition that social media is allowed at workplace of 20th day. But here is a change in the *Fvalue*. We can see that valaue of F is high at first day. But at 20th day the value of F is low, which means that employees wellbeing and task performance was high at first day and it is low at 20$^{th\ day}$.

Moreover, the effect of using social media on employee's wellbeing and task performance is significant i.e. *Lamda=.002, p>.005,* amd interaction between wellbeing and task performance is significant. Where observed power is resulted as 1 which is significant. Also we can see that Root test is also significant i.e. *RTR=416.77, While p =.000 that's significant.* The observed power value is also more than when that's showing that the impact is significant and positive.

(Group 2)

Day 1: Social Media is not allowed at workplace

Table: (4.5) Multivariate Tests[a]

Effect		Value	F	Hypothesis df	Error df	Sig.	Noncent. Parameter	Observed Power[c]
Intercept	Pillai's Trace	.987	674.921[b]	2.000	18.000	.000	1349.842	1.000
	Wilks' Lambda	.013	674.921[b]	2.000	18.000	.000	1349.842	1.000
	Hotelling's Trace	74.991	674.921[b]	2.000	18.000	.000	1349.842	1.000
	Roy's Largest Root	74.991	674.921[b]	2.000	18.000	.000	1349.842	1.000
SM1	Pillai's Trace	.000	.[b]	.000	.000	.	.	.
	Wilks' Lambda	1.000	.[b]	.000	18.500	.	.	.
	Hotelling's Trace	.000	.[b]	.000	2.000	.	.	.
	Roy's Largest Root	.000	.000[b]	2.000	17.000	1.000	.000	.050

Interpretation:

The two multivariate is calculated to measure the impact of wellbeing and task performance by allowing the condition that social media is not allowed at workplace.

The results are showing all the values significant. The value of pillai's Trace test is .987 and it is significant. Also value of Lambda is .013 and it is significant. Moreover, the effect of using social media on employee's wellbeing and task performance is significant i.e. *Lamda=.013, p>.005*, amd interaction between wellbeing and task performance is significant. Where observed power is resulted as 1 which is significant. Also we can see that Root test is also significant The observed power value is also more than when that's showing that the impact is significant and positive.

Day 20: Social Media is not allowed at workplace

Multivariate Tests[a]

Effect		Value	F	Hypothesis df	Error df	Sig.	Noncent. Parameter	Observed Power[c]
Intercept	Pillai's Trace	.991	960.802[b]	2.000	18.000	.000	1921.604	1.000
	Wilks' Lambda	.009	960.802[b]	2.000	18.000	.000	1921.604	1.000
	Hotelling's Trace	106.756	960.802[b]	2.000	18.000	.000	1921.604	1.000
	Roy's Largest Root	106.756	960.802[b]	2.000	18.000	.000	1921.604	1.000
SM1	Pillai's Trace	.000	.[b]	.000	.000	.	.	.
	Wilks' Lambda	1.000	.[b]	.000	18.500	.	.	.
	Hotelling's Trace	.00	.[b]	.000	2.000	.	.	.
	Roy's Largest Root	.000	.000[b]	2.000	17.000	1.000	.000	.050

Interpretation:

The two multivariate is calculated to measure the impact of wellbeing and task performance by allowing the condition that social media is not allowed at workplace at 20th day

From rhe results we have seen that wellbeing and task performance values is high.

The results are showing all the values significant. The value of pillai's Trace test is .991 and significant. Also value of Lambda is .009 and it is significant. Moreover, the effect of using social media on employee's wellbeing and task performance is significant. Where observed power is resulted as 1 which is significant. Also we can see that Root test is also significant the observed power value is also more than when that's showing that the impact is significant and positive.

Graphical Presentation of Data

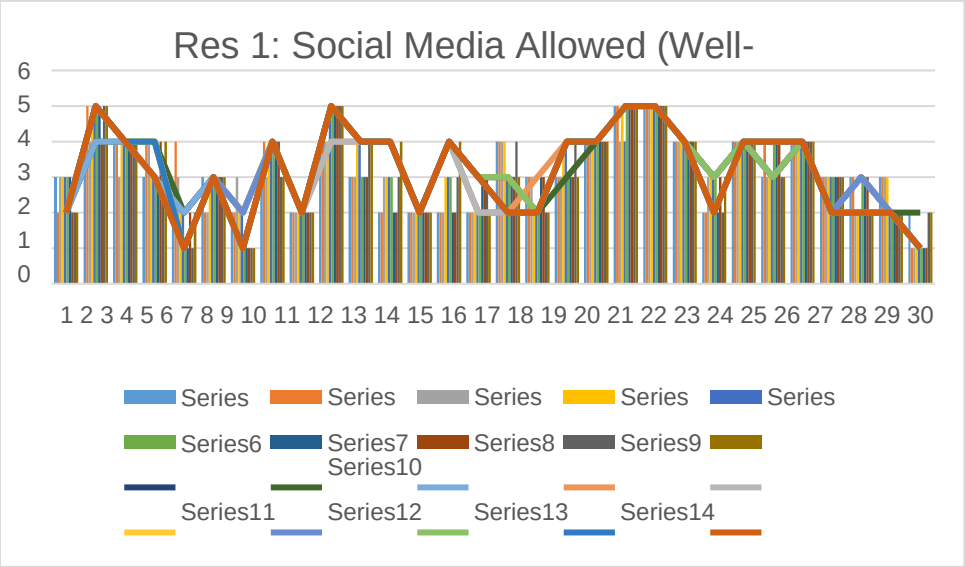
(Group 1)

I. Social Media is allowed at workplace

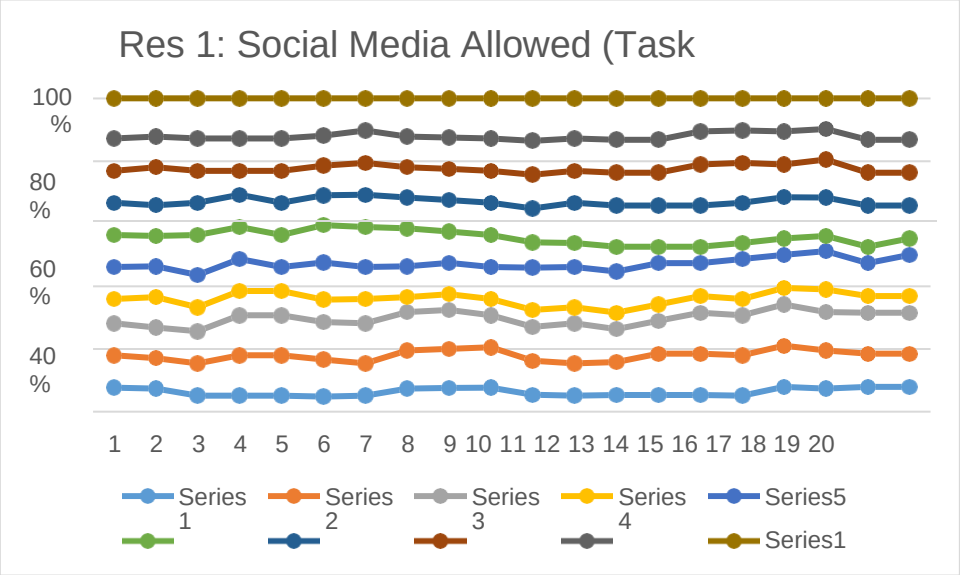
Group # 1: Social Media Allowed

Respondent # 1

- Well-being

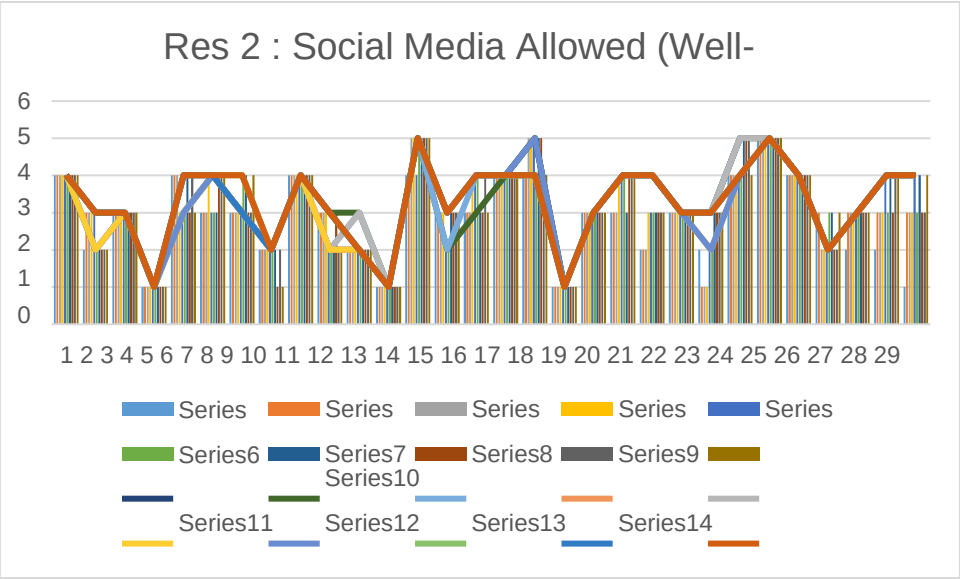


- Task performance Chart

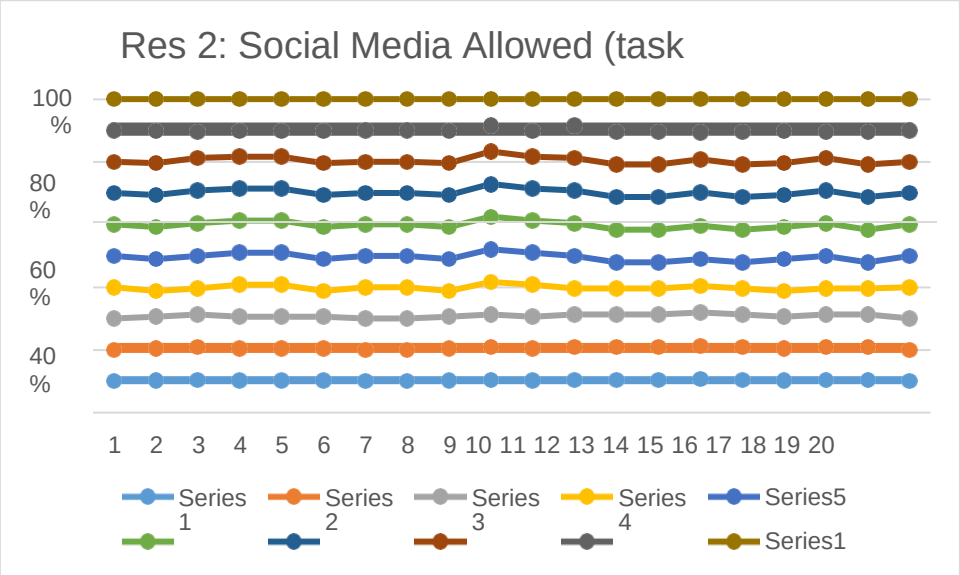


Respondent # 2

- Well-being Chart

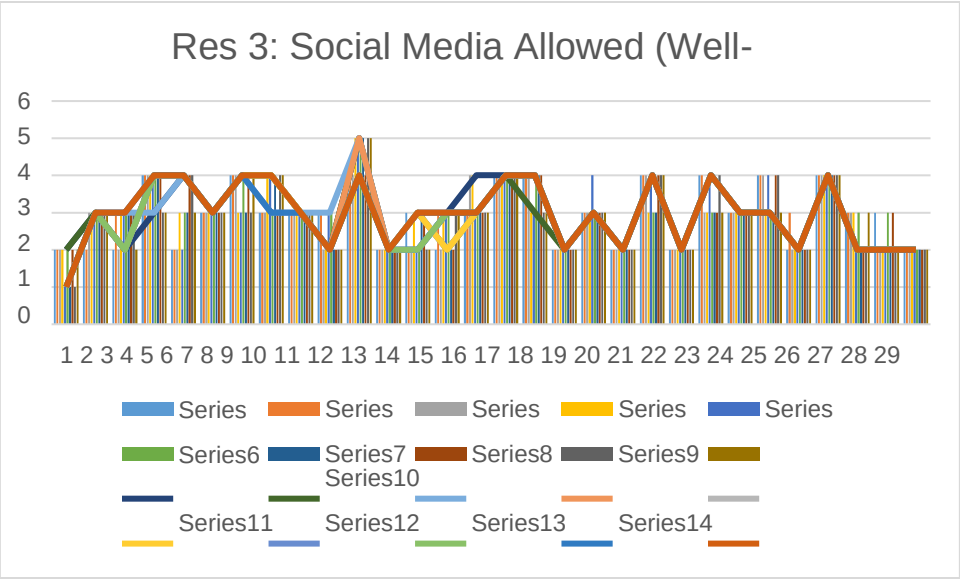


- Task Performance

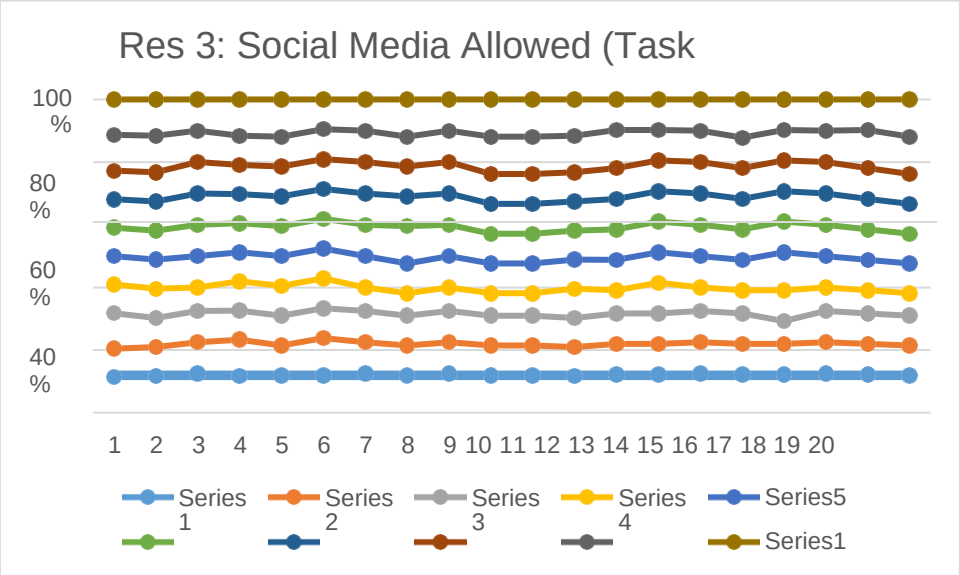


Respondent # 3

- Well-Being

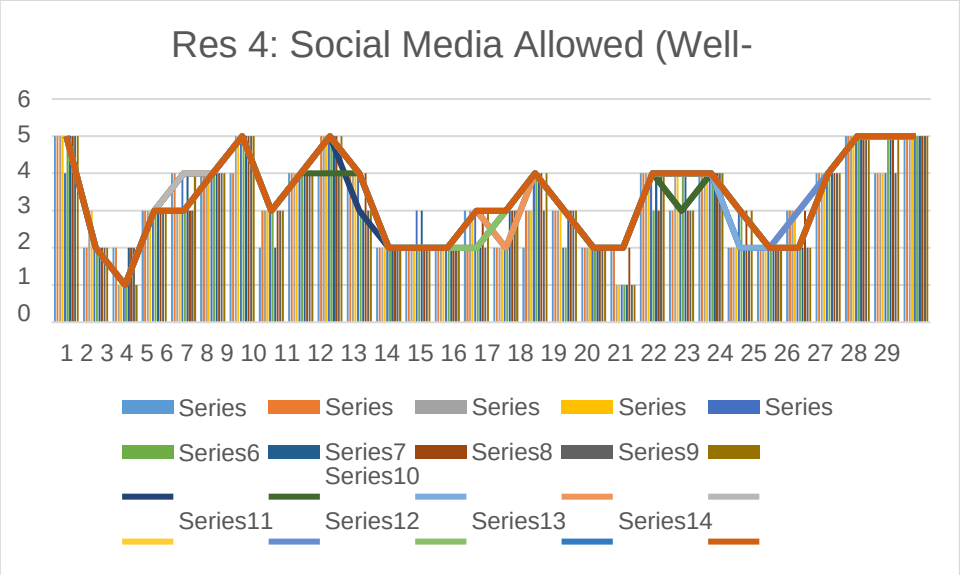


- Task Performance

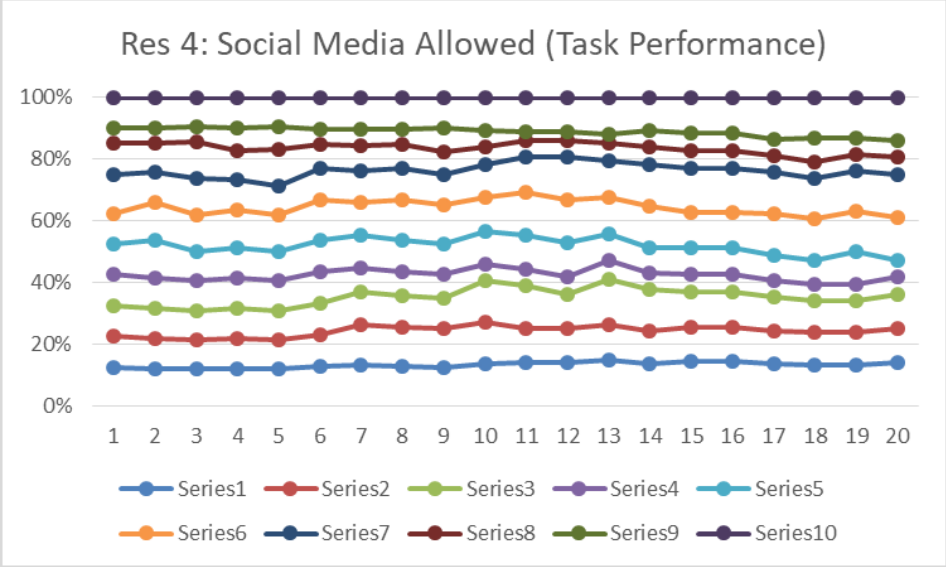


Respondent #4

- Well Being

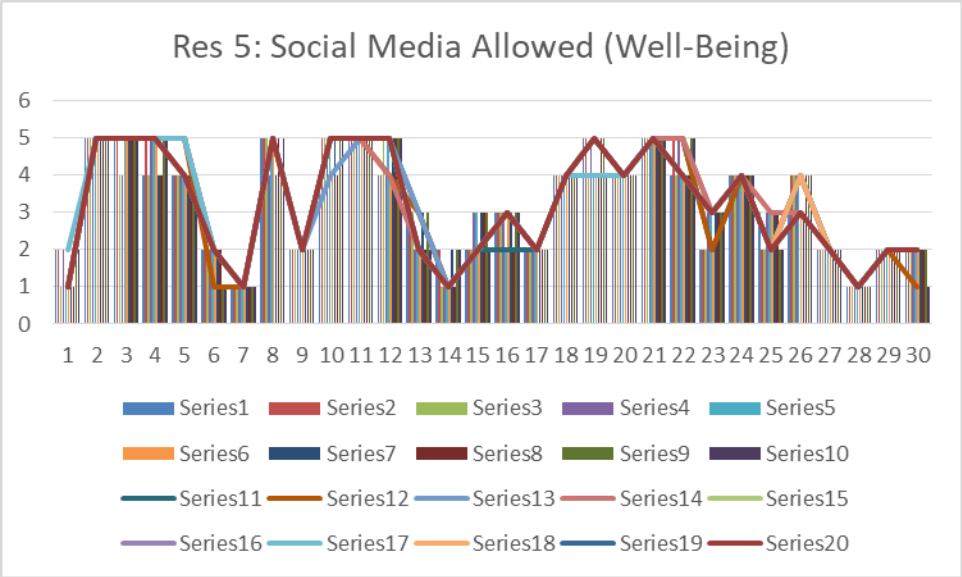


- Task Performance

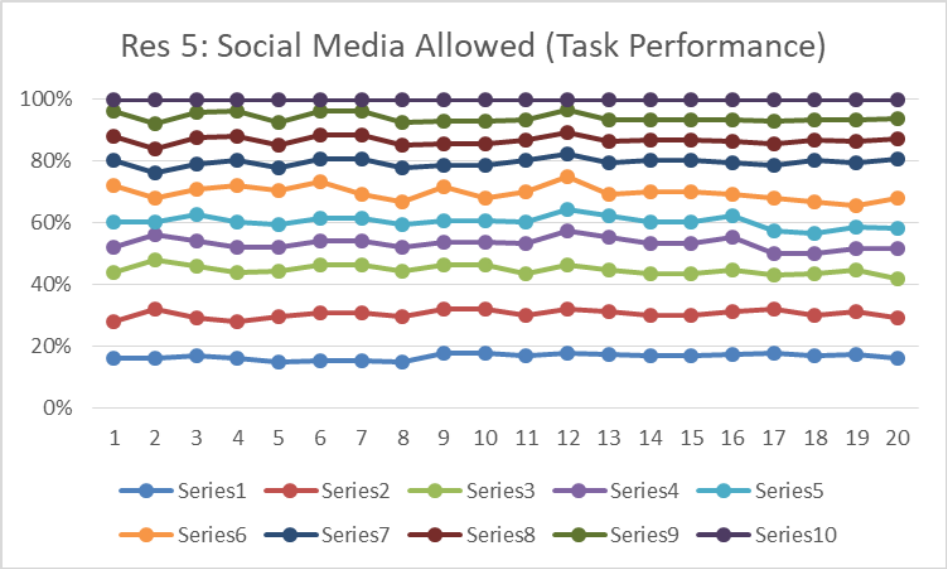


Respondent # 5

- Well-Being

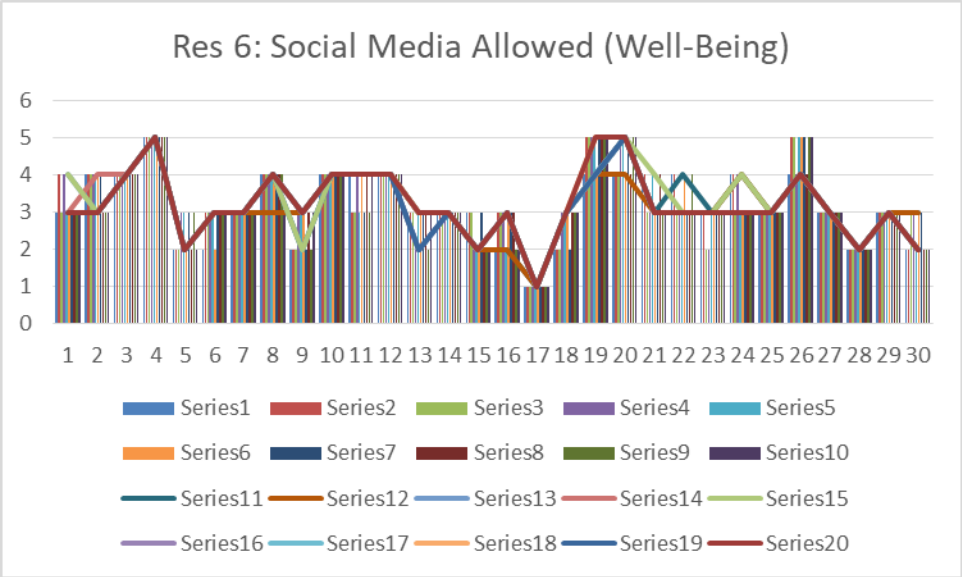


- Task Performance

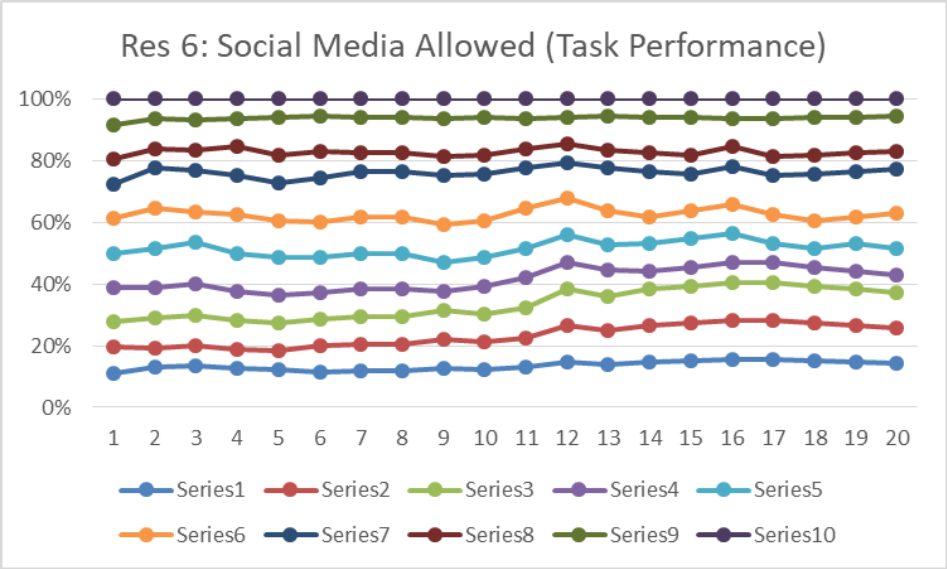


Respondent # 6

- Well-Being

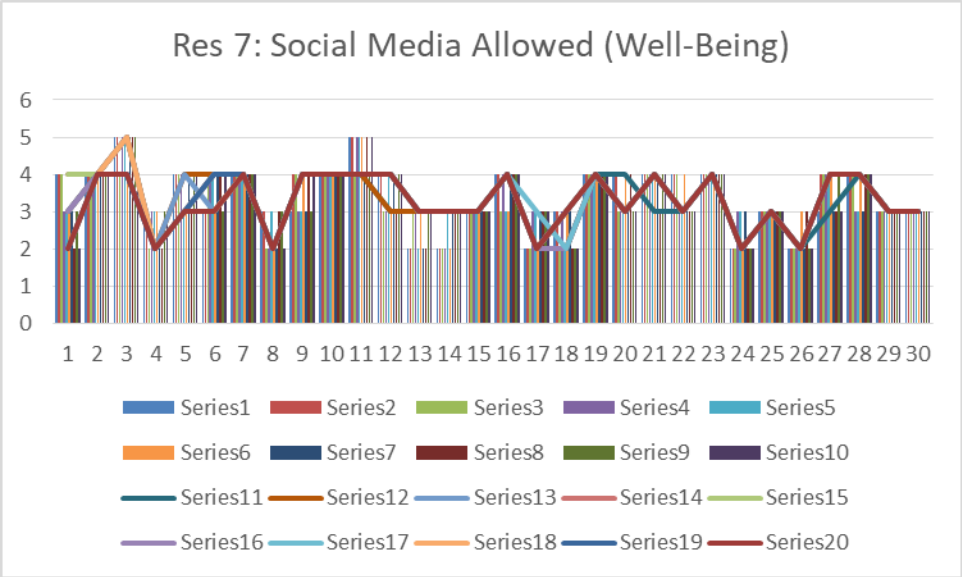


- Task Performance

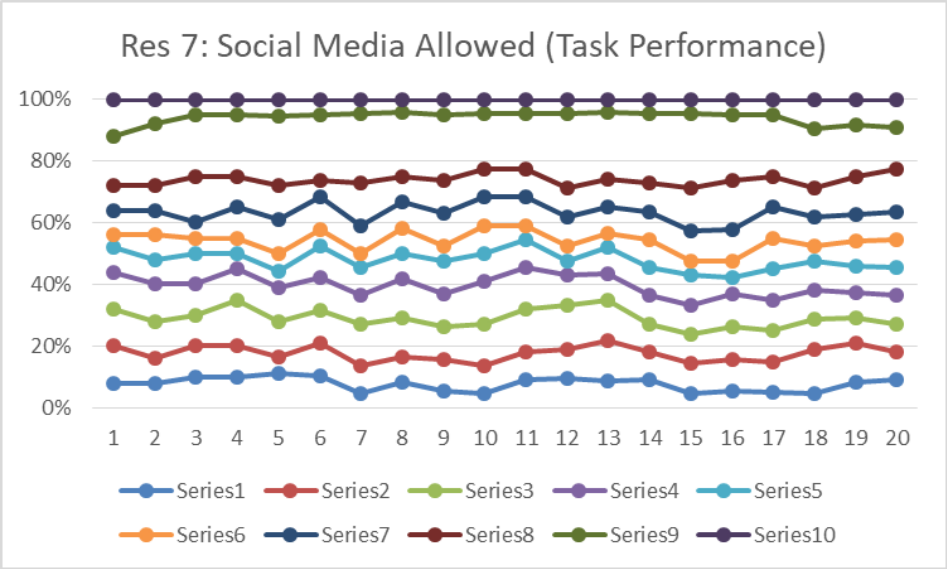


Respondent # 7

- Well-Being

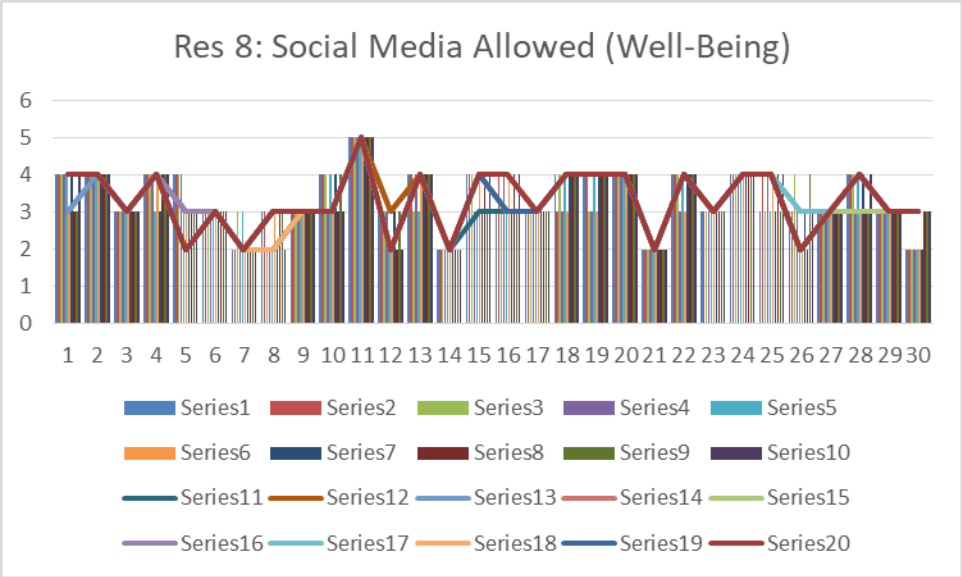


- Task Performance

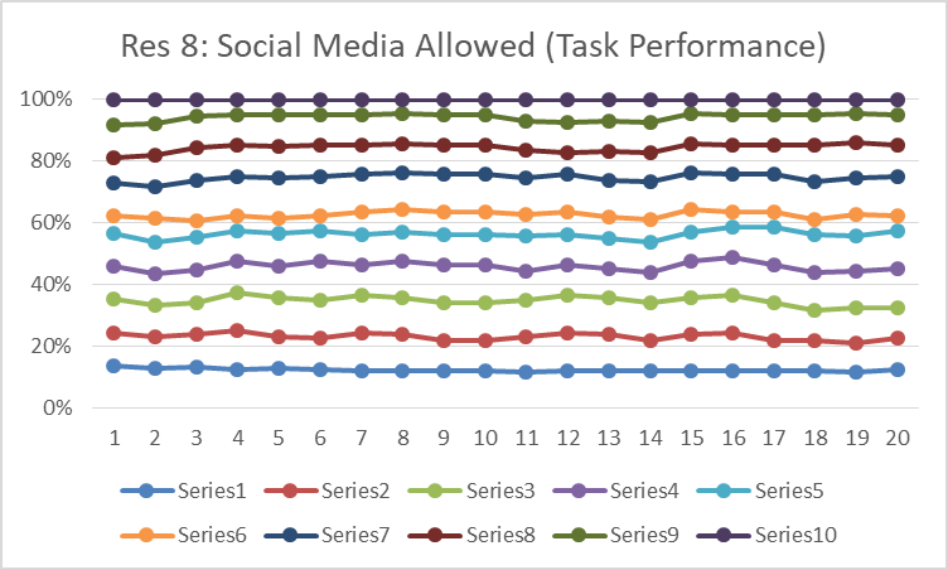


Respondent # 8

- Well-Being

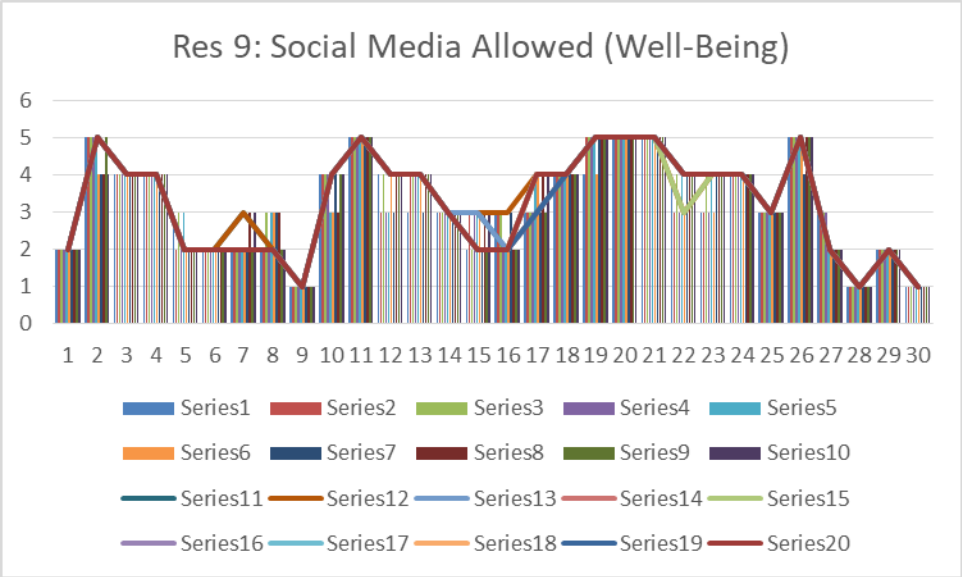


- Task-Performance

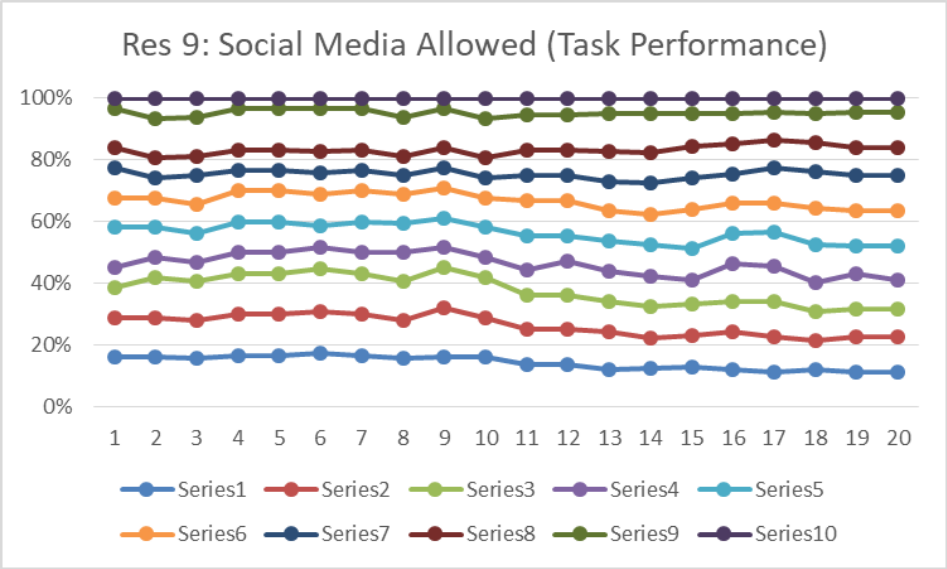


Respondent # 9

- Well-Being

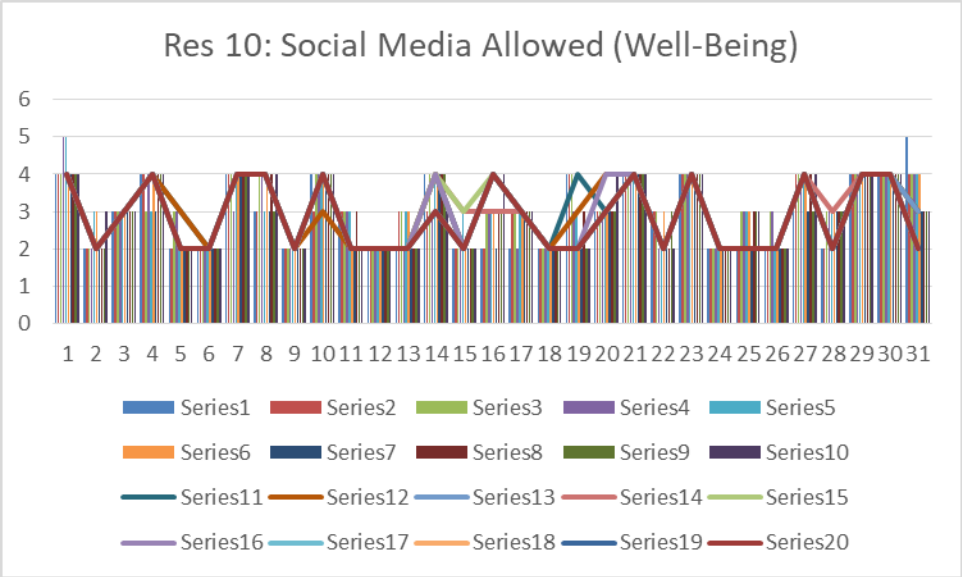


- Task Performance

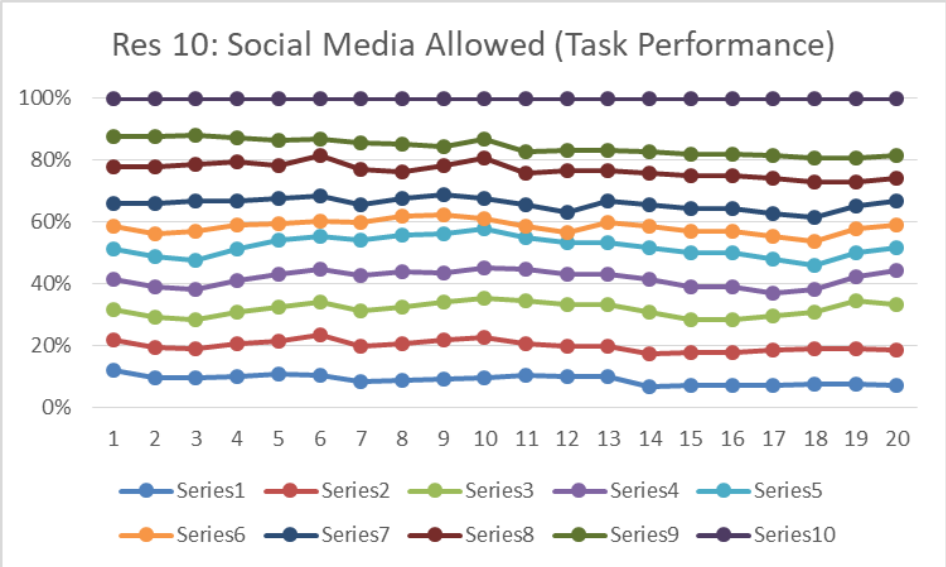


Respondent # 10

- Well-Being

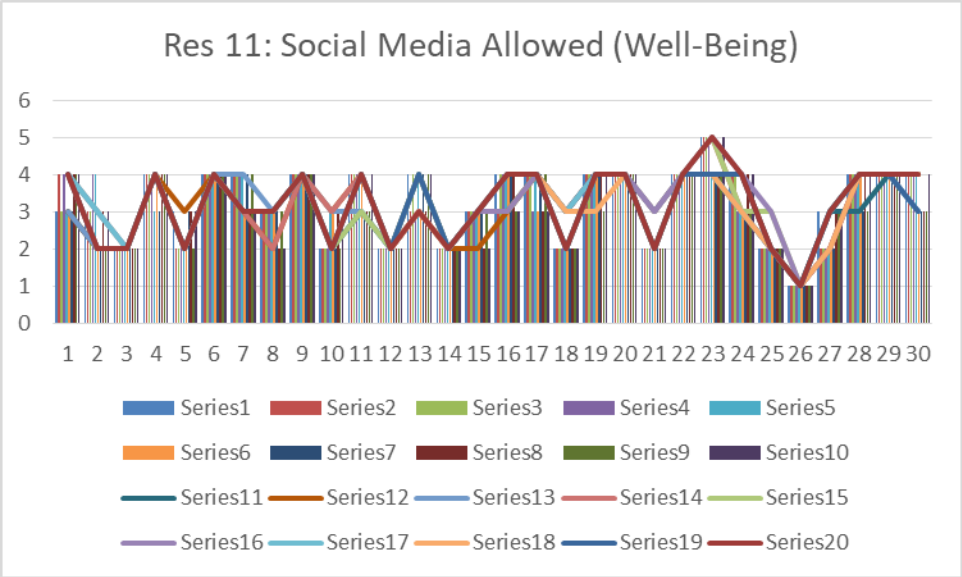


- Task Performance

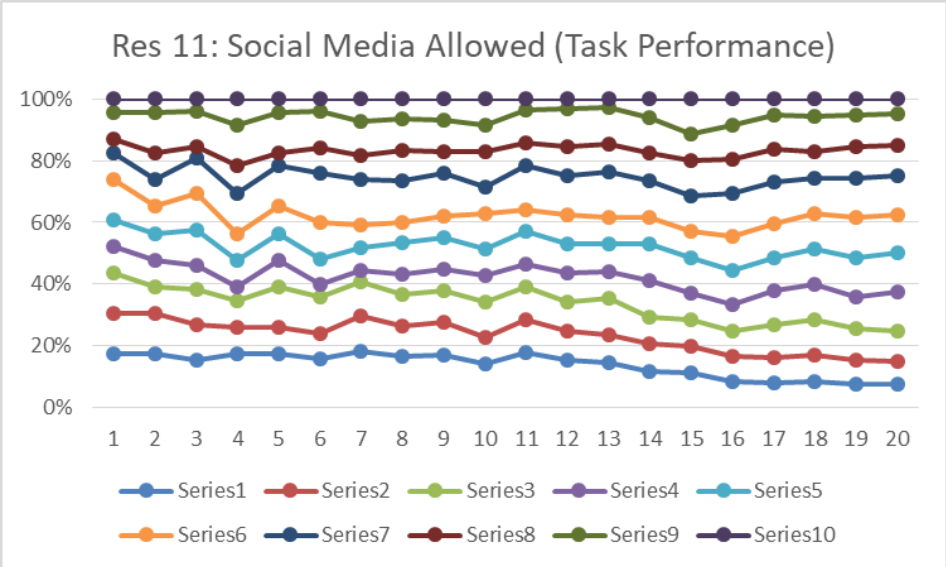


Respondent # 11

- Well-Being

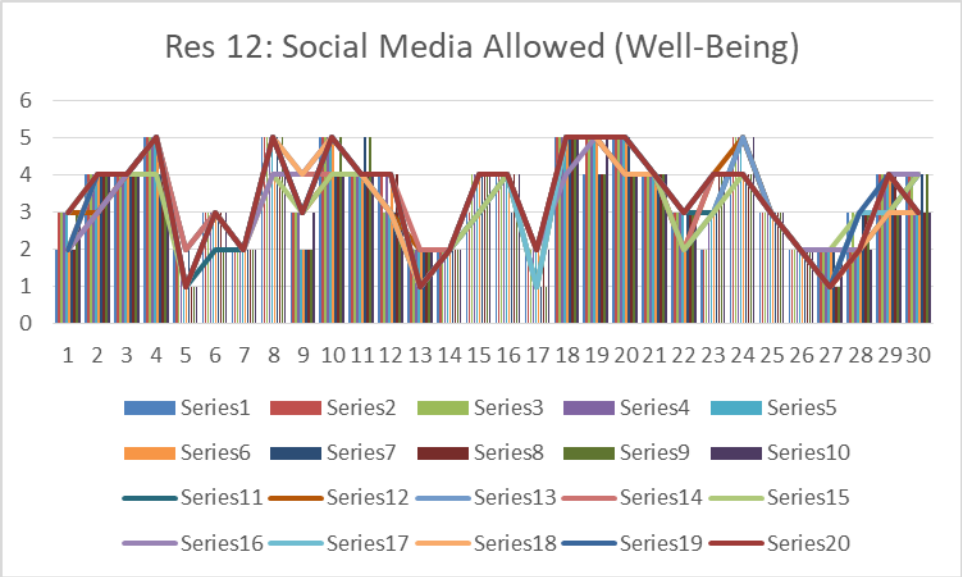


- Task Performance

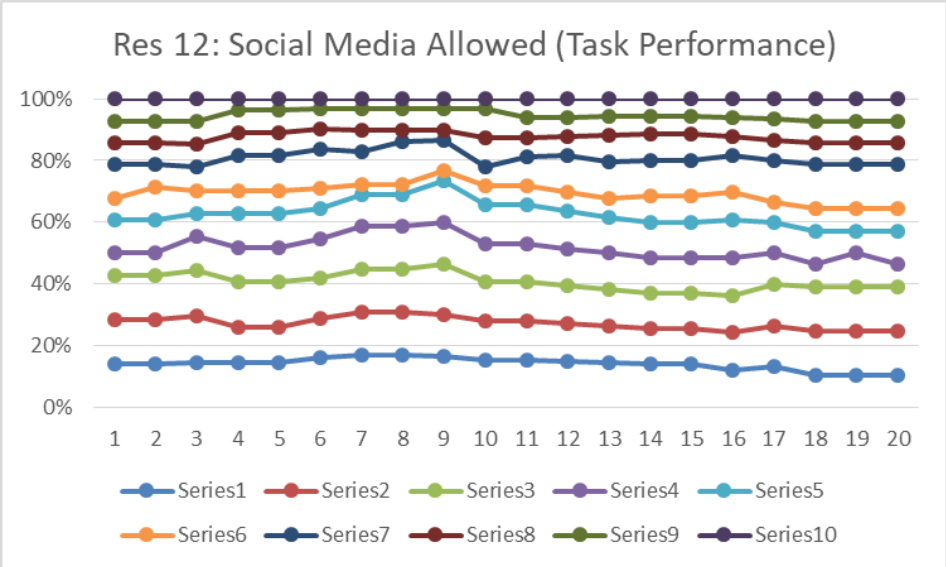


Respondent # 12

- Well-Being

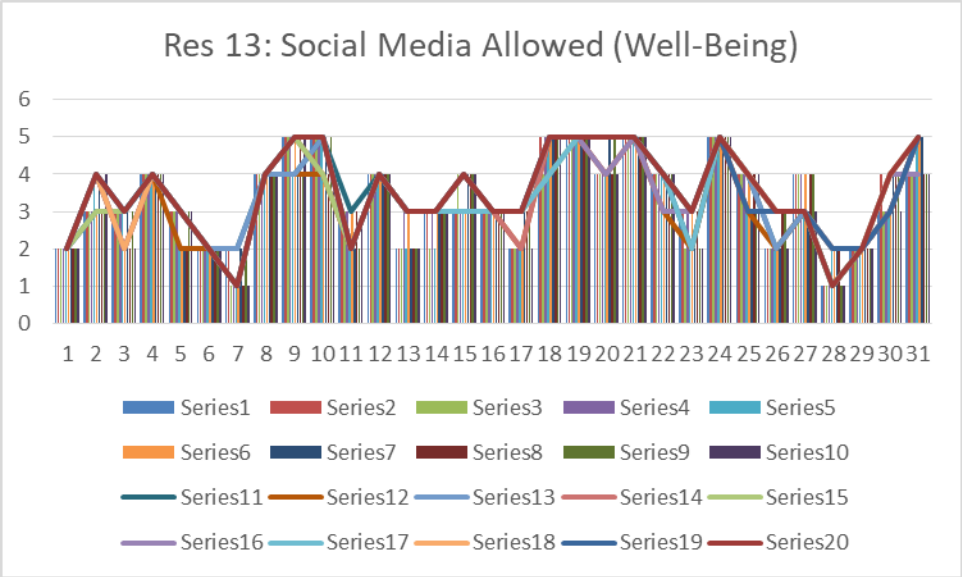


- Task Performance

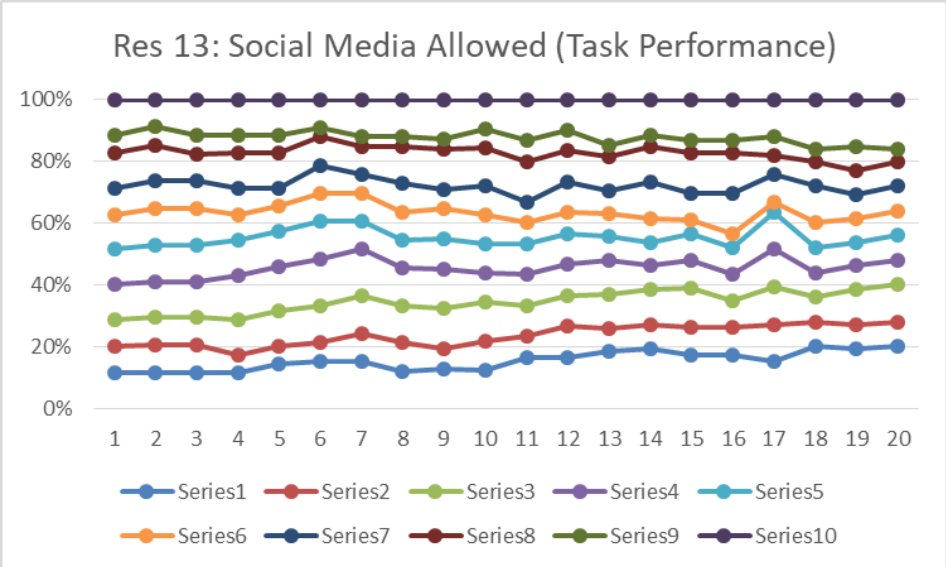


Respondent # 13

- Well-Being

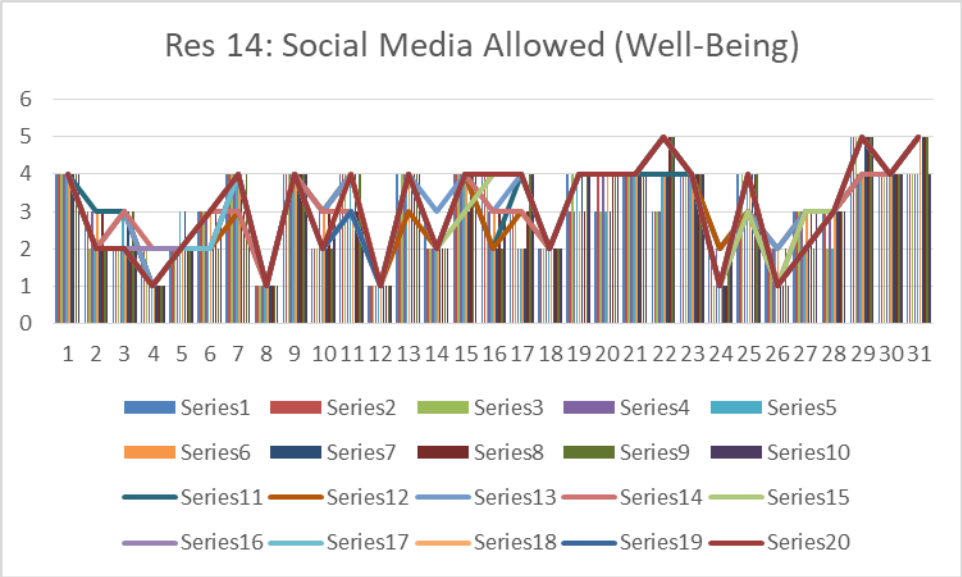


- Task Performance

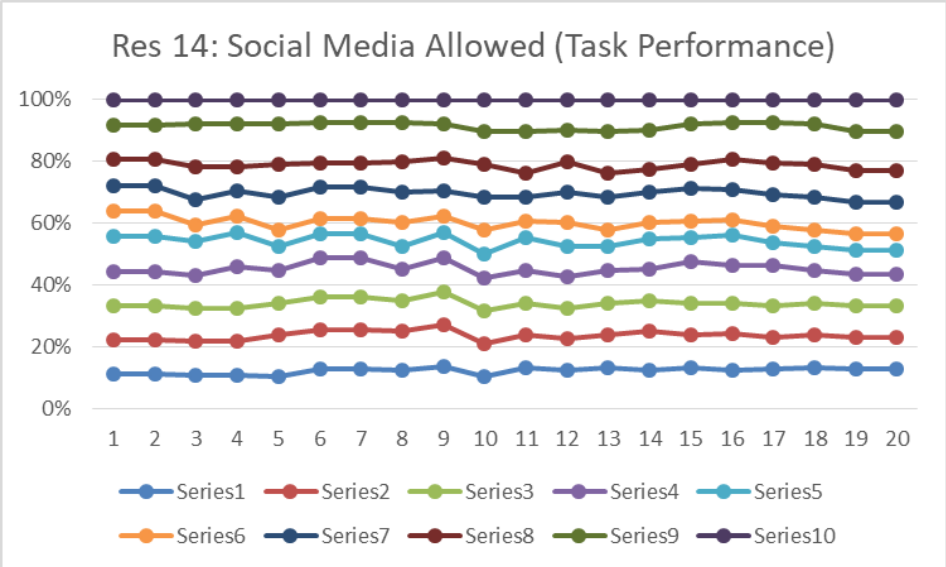


Respondent # 14

- Well-Being

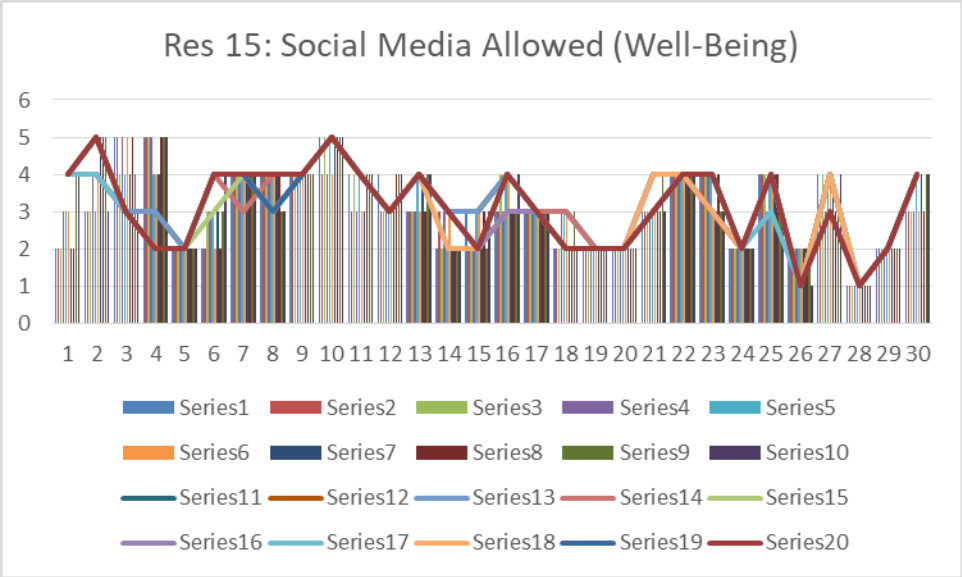


- Task Performance

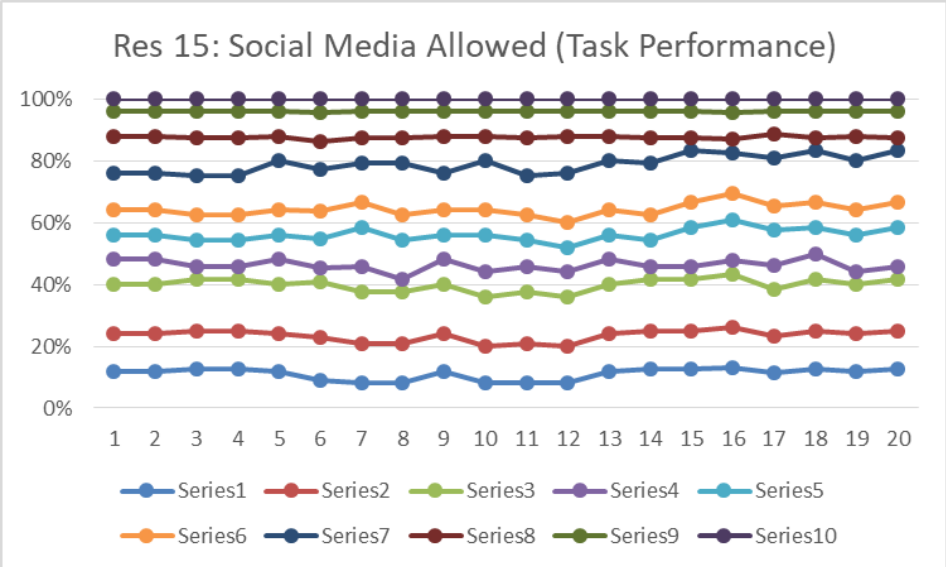


Respondent # 15

- Well-Being

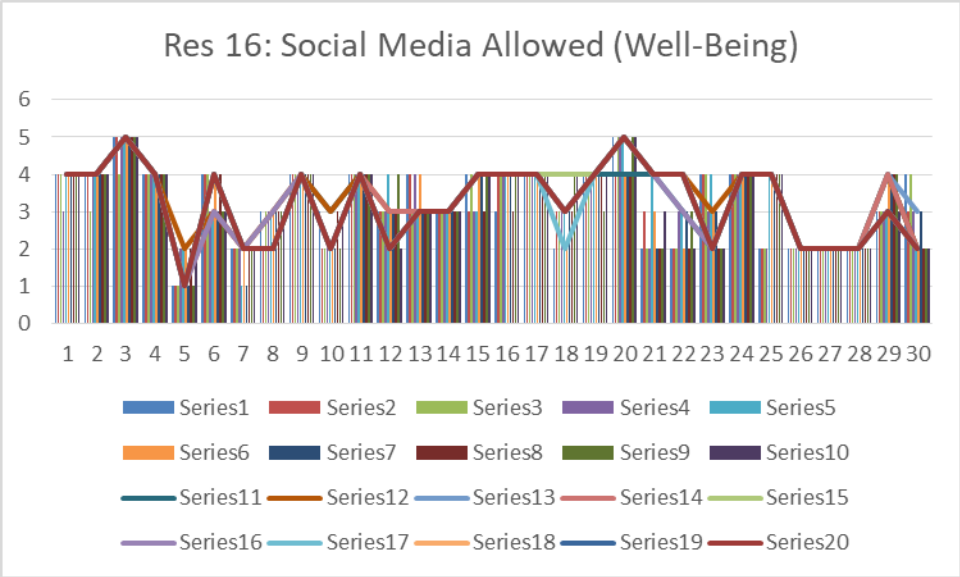


- Task Performance

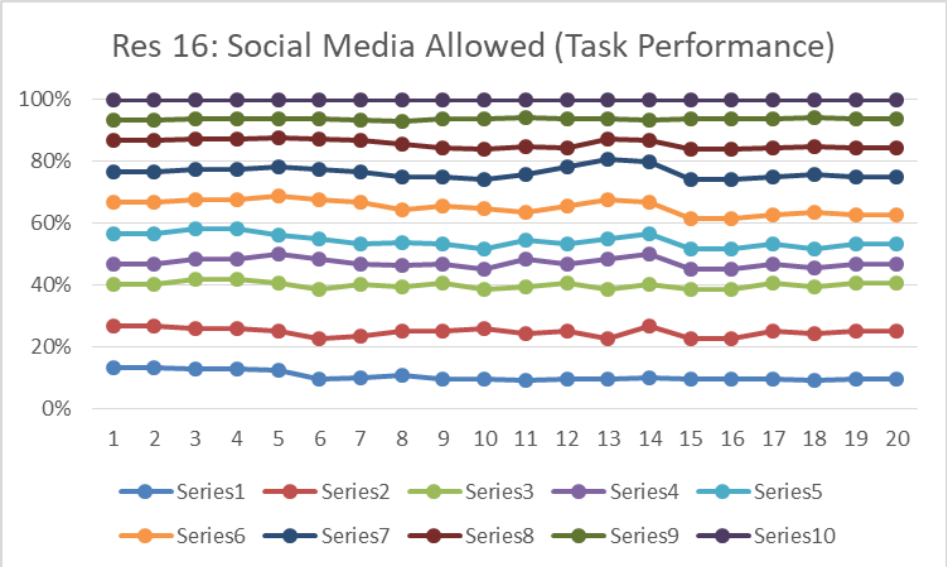


Respondent # 16

- Well-Being

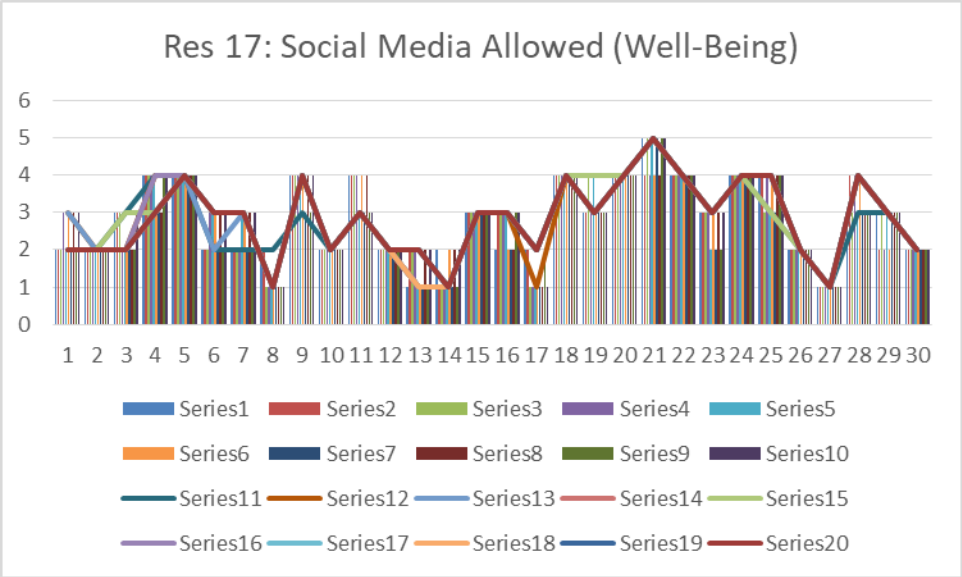


- Task Performance

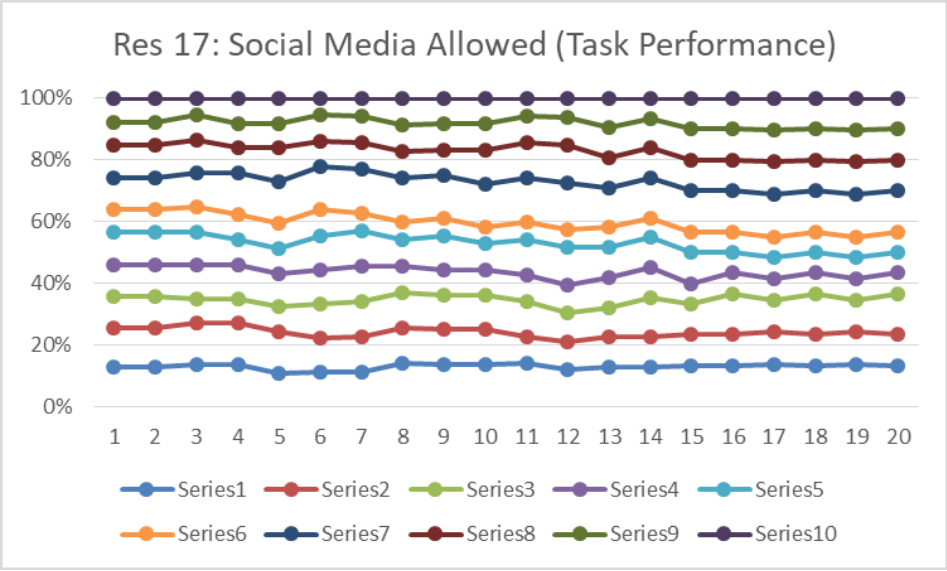


Respondent # 17

- Well-Being

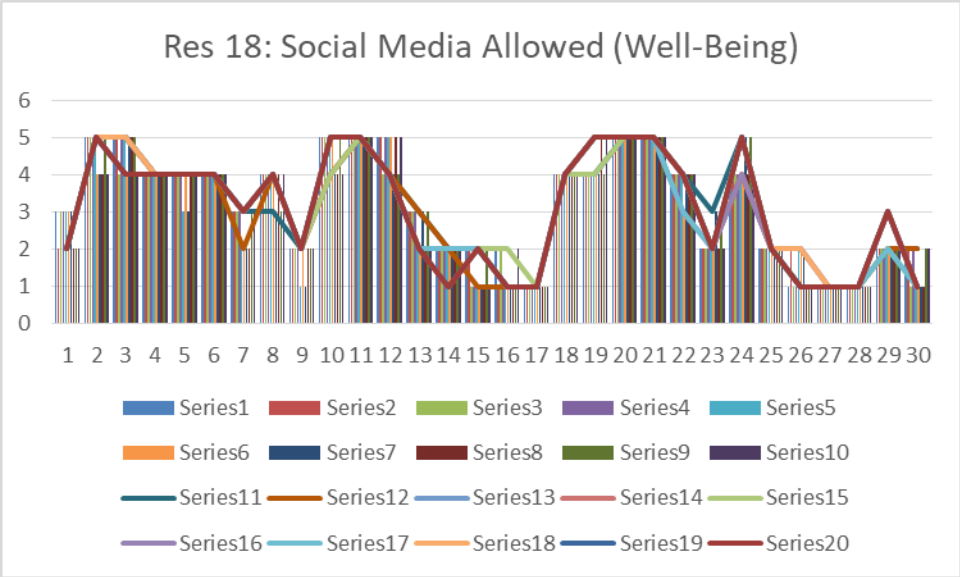


- Task Performance

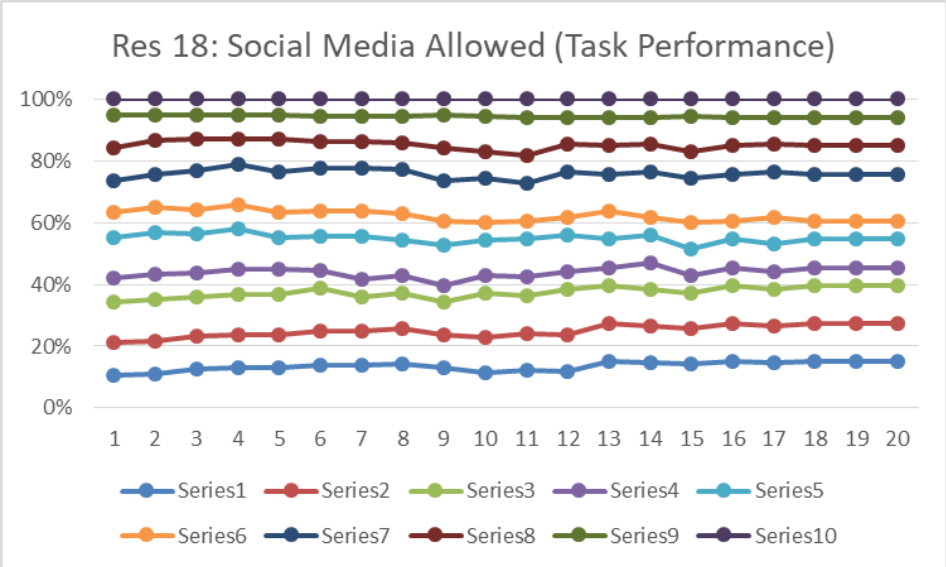


Respondent # 18

- Well-Being

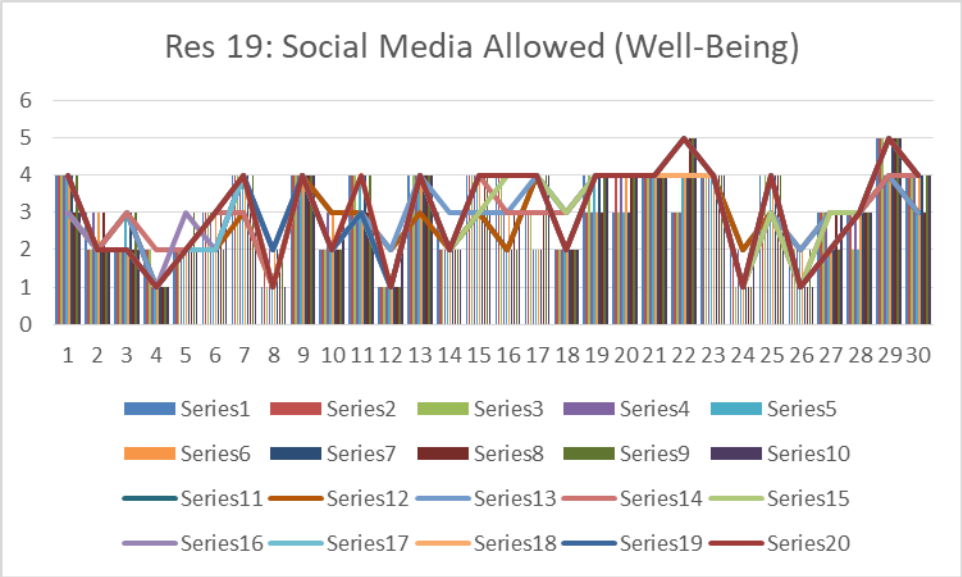


- Task Performance

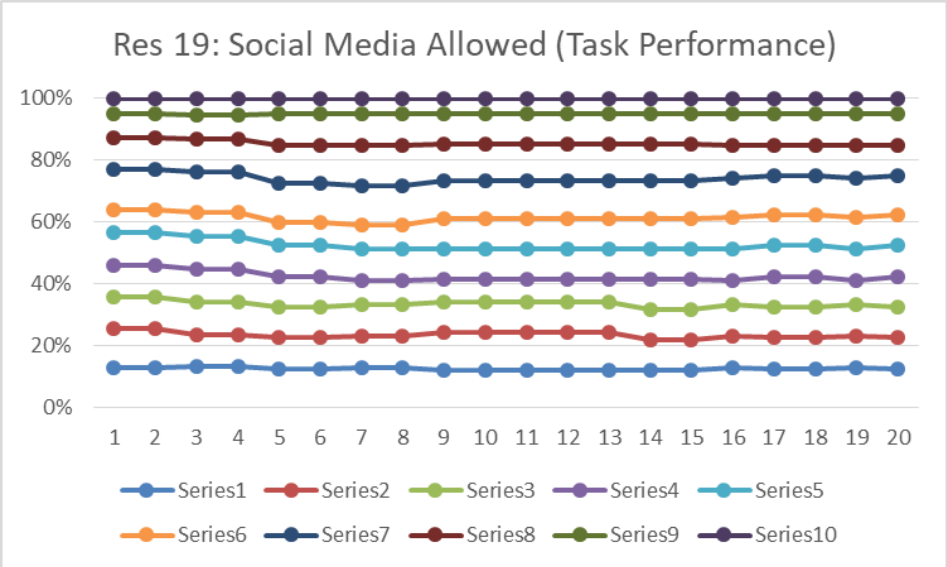


Respondent # 19

- Well-Being

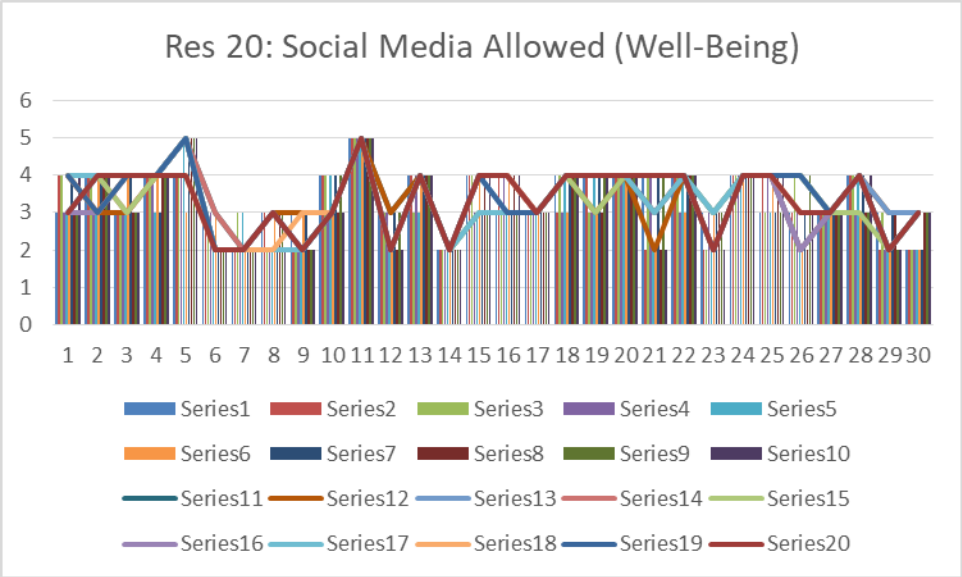


- Task Performance

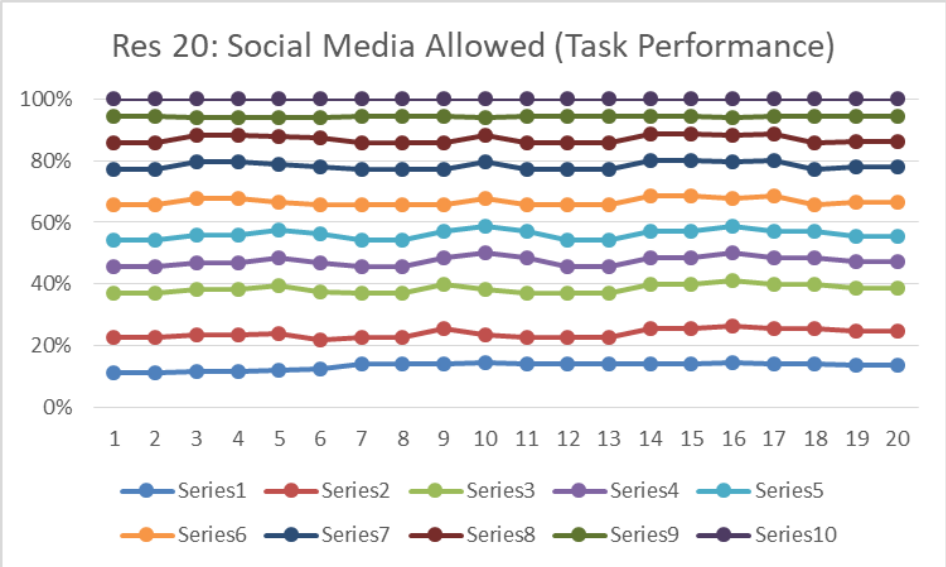


Respondent # 20

- Well-Being



- Task Performance



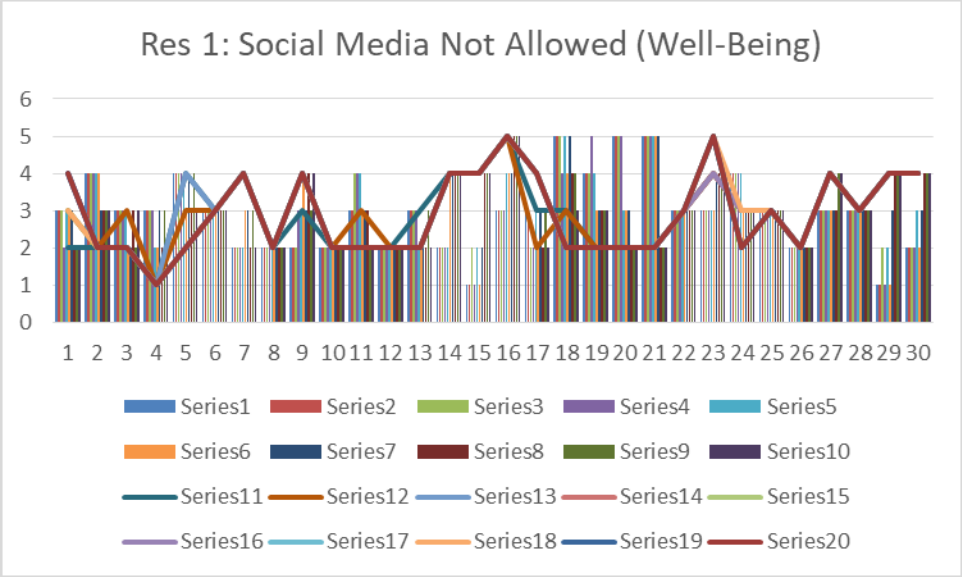
Analysis: The graphical presentation of well-being data shows that social media usage at workplace has shown positive effects with respect to emotions like angriness, annoyance, nervousness and lessen feeling of bored during job. Moreover, some respondents feels that they feel enthusiastic and energized while extensively engaged in their work. It seems that social media provide them short mental breaks they need throughout the day. Besides this some employees feels that social media made them confused, discouraged and scared due to the distraction caused by social media. Subsequently, there is mix set of variations observed related to frustration, fatigue and feeling of contentment. During experimental study it is detected that the social media usage not only slower the pace of work of employees but it also increases the rate of chance of errors which ultimately effects their task performance. Also employees waste their time by uploading and browsing such data which is least productive and cause problems to meet their deadlines. According to above graphical data some respondents have experienced no significant change relating to well-being and task performance. Whereas, it impact negatively related to emotions like cheerfulness, calmness, depression and happiness. It concludes that use of social media make individuals depressed and addicted which may lead to experience negative side effects that make them miserable and furious. Moreover, according to task performance data quality of assigned tasks and team work increases positively. There is no significant impact on punctuality. However, most of the time critical skills and professionalism effects negatively. The factors like professional appearance and initiative shows fluctuation over the period of time and the term research skills are remain constant in many cases.

(Group 2)

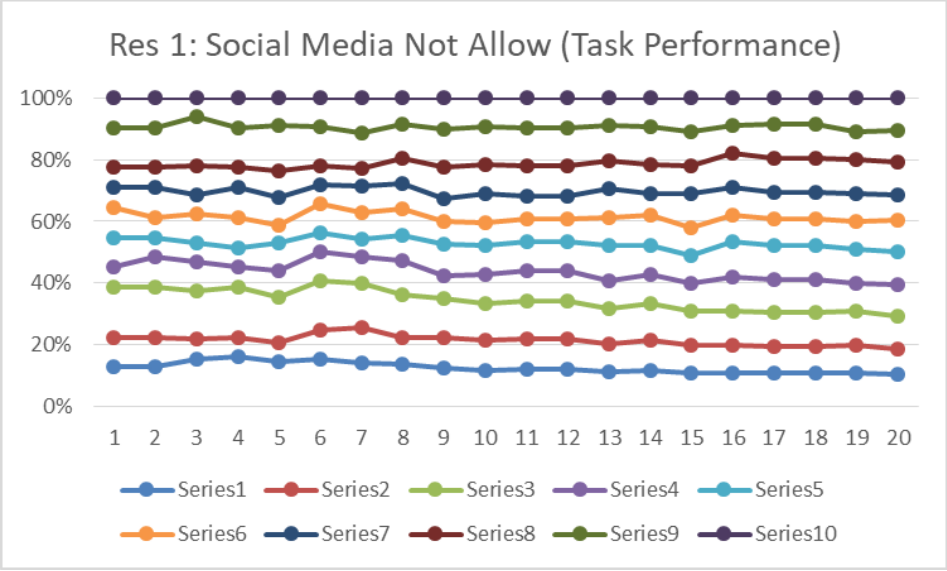
II. Social Media Not Allowed: Control Group

Respondent # 1

- Well-Being

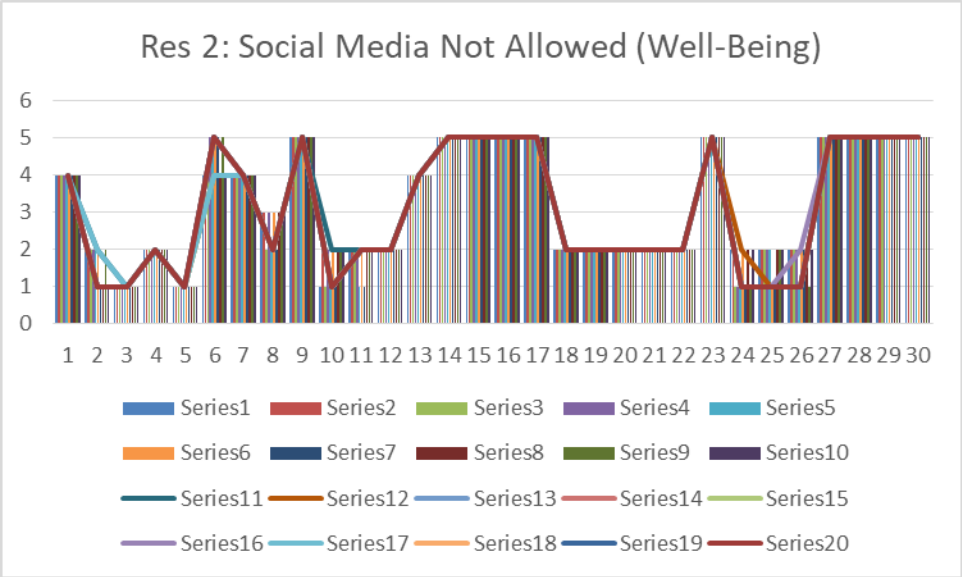


- Task Performance

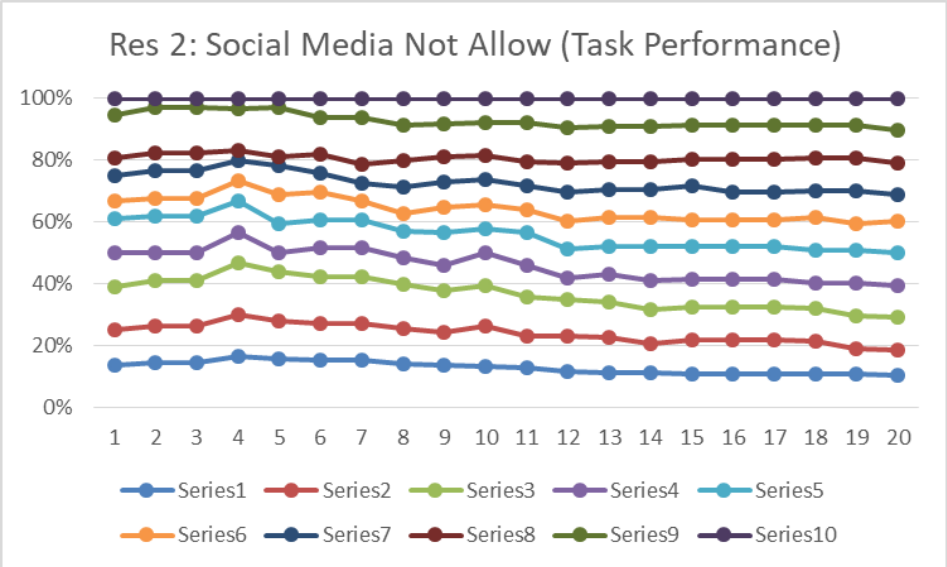


Respondent # 2

- Well-Being

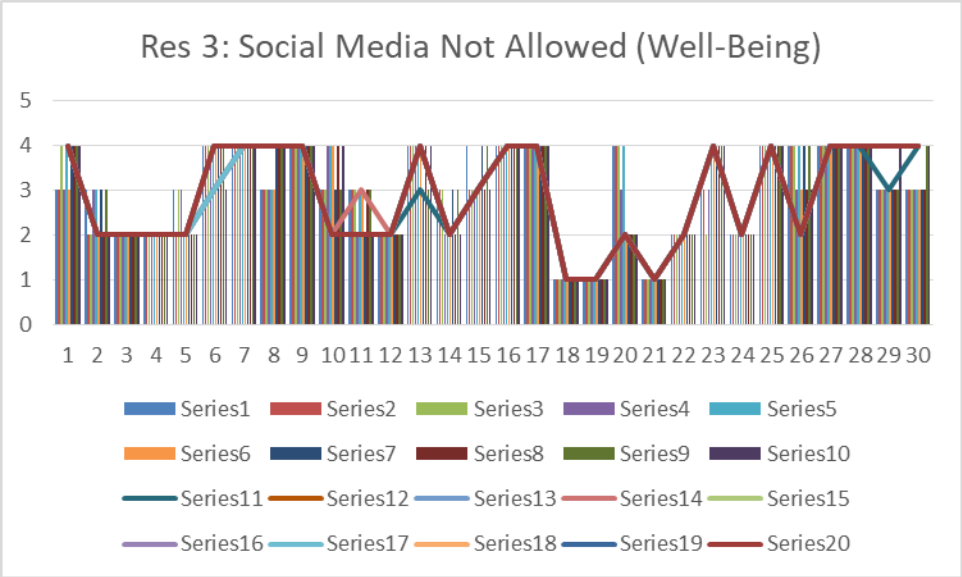


- Task Performance

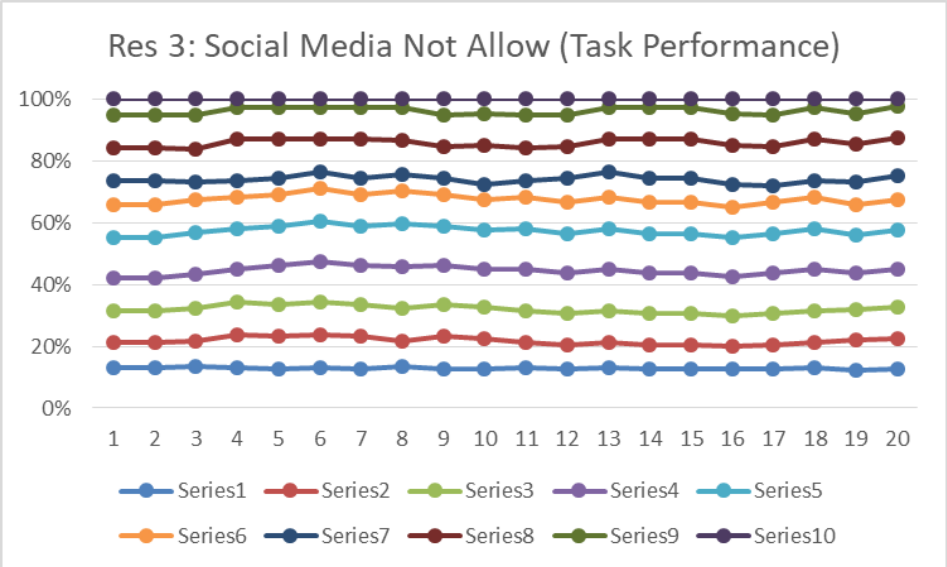


Respondent # 3

- Well-Being

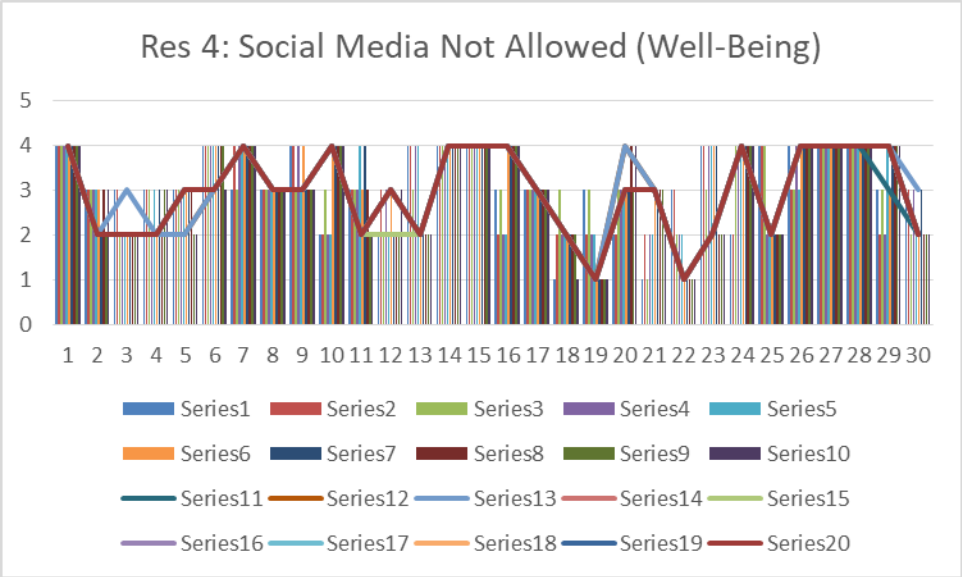


- Task Performance

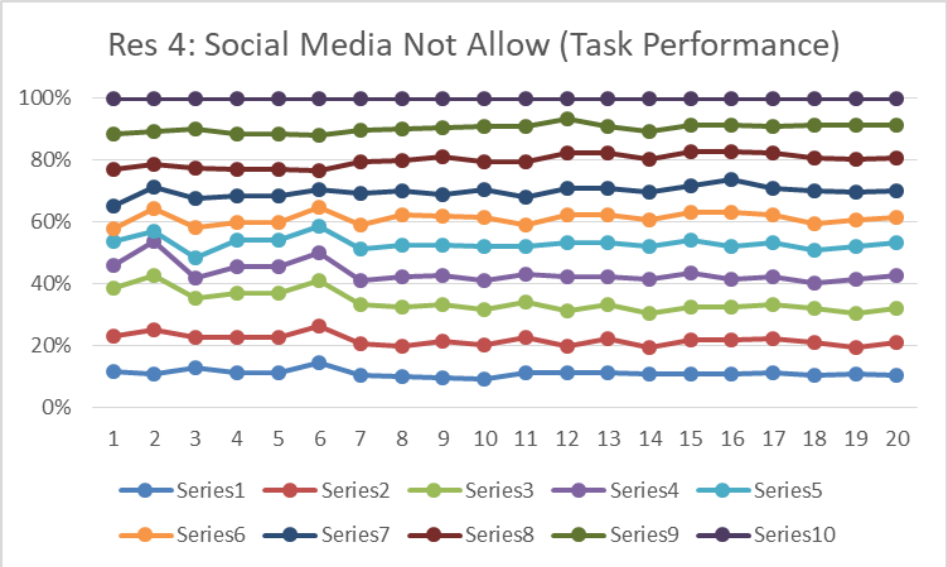


Respondent # 4

- Well-Being

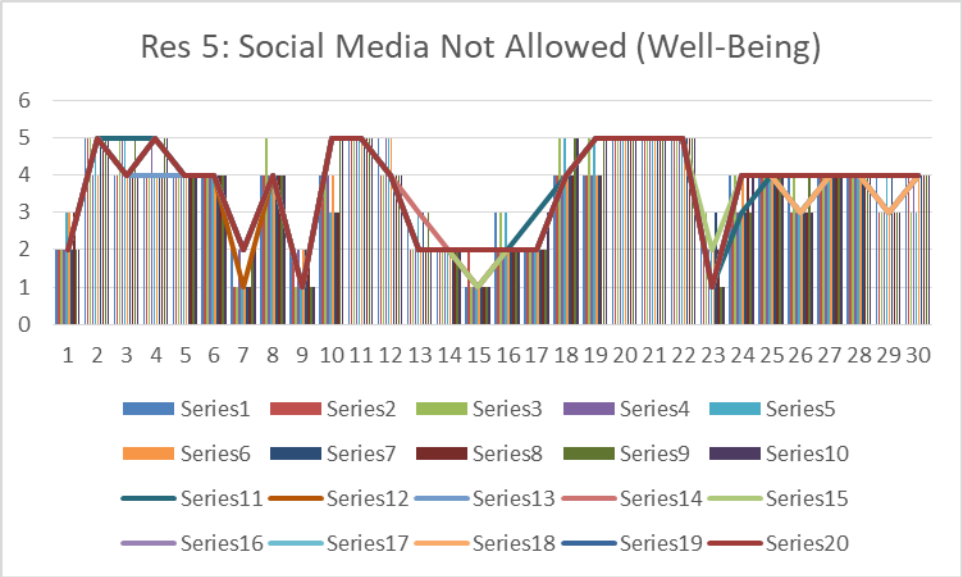


- Task Performance

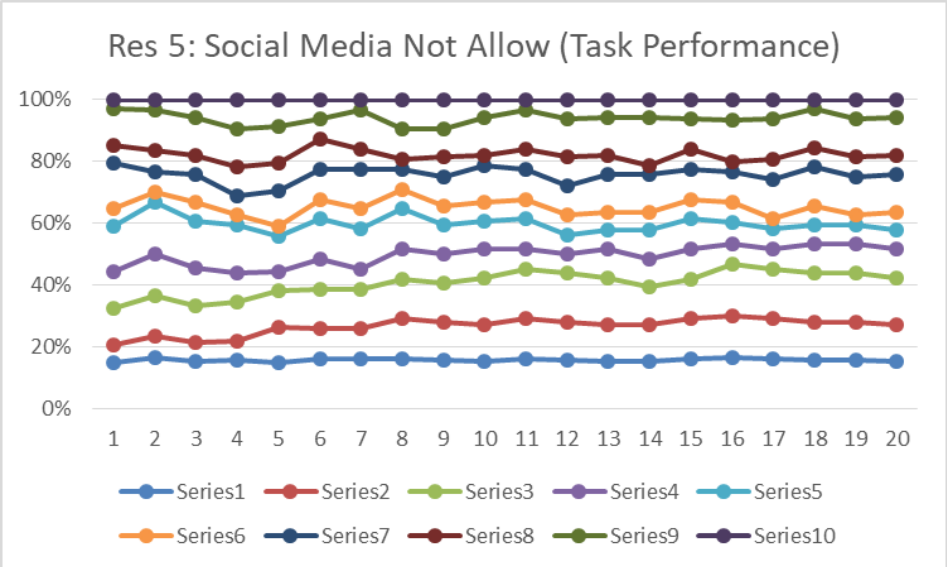


Respondent # 5

- Well-Being

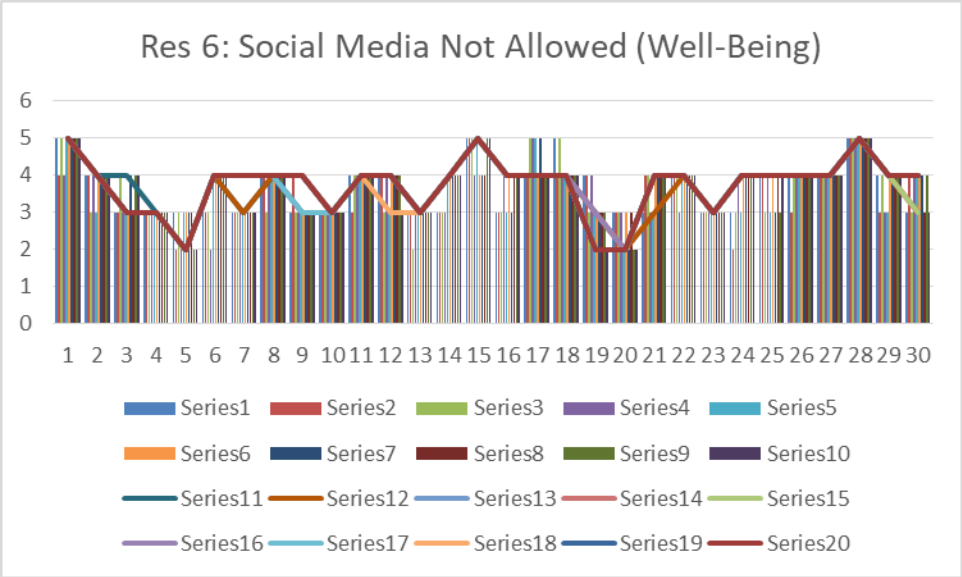


- Task Performance

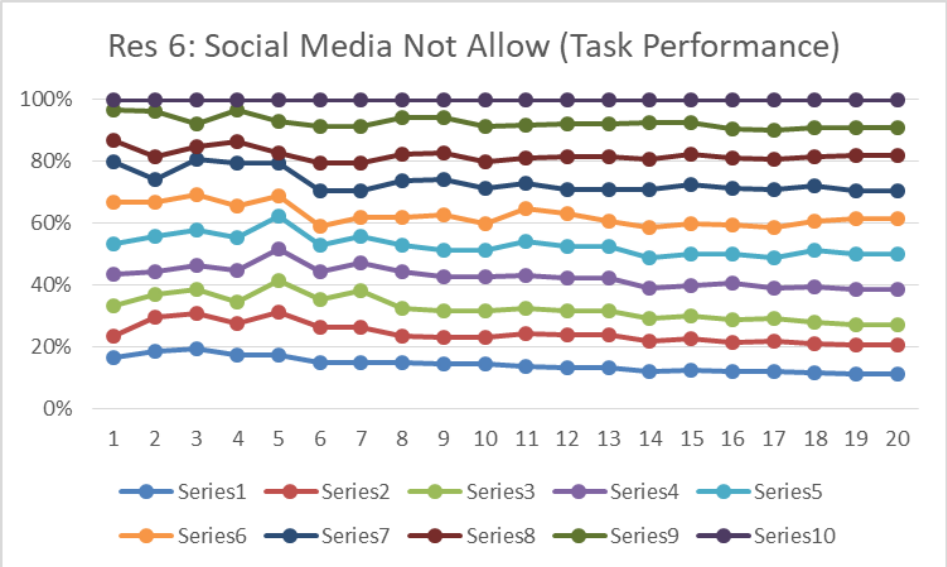


Respondent # 6

- Well-Being

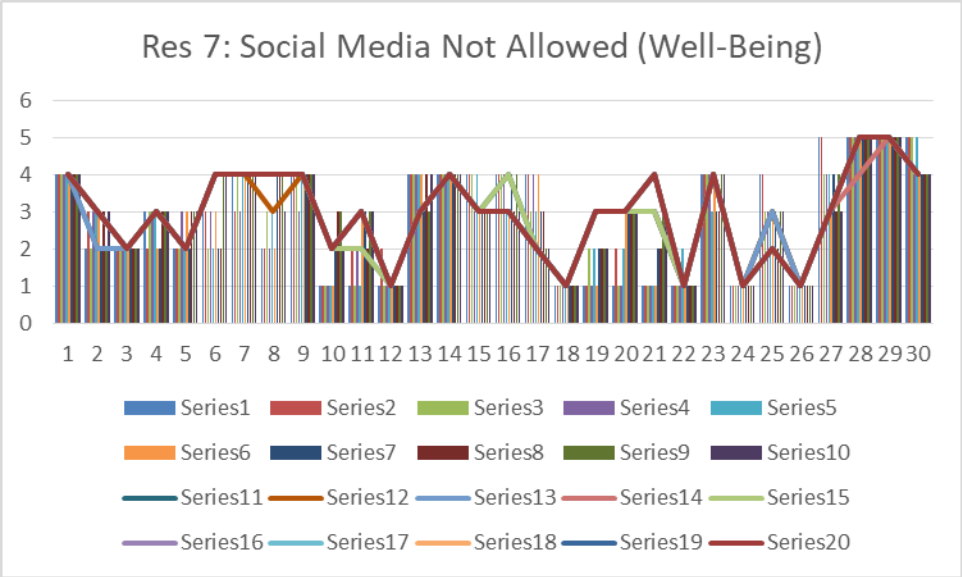


- Task Performance

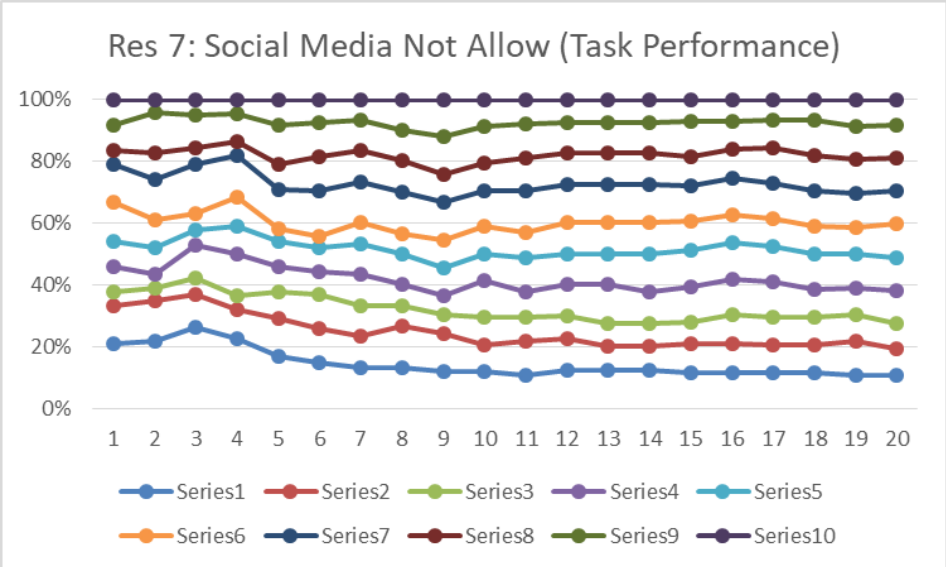


Respondent # 7

- Well-Being

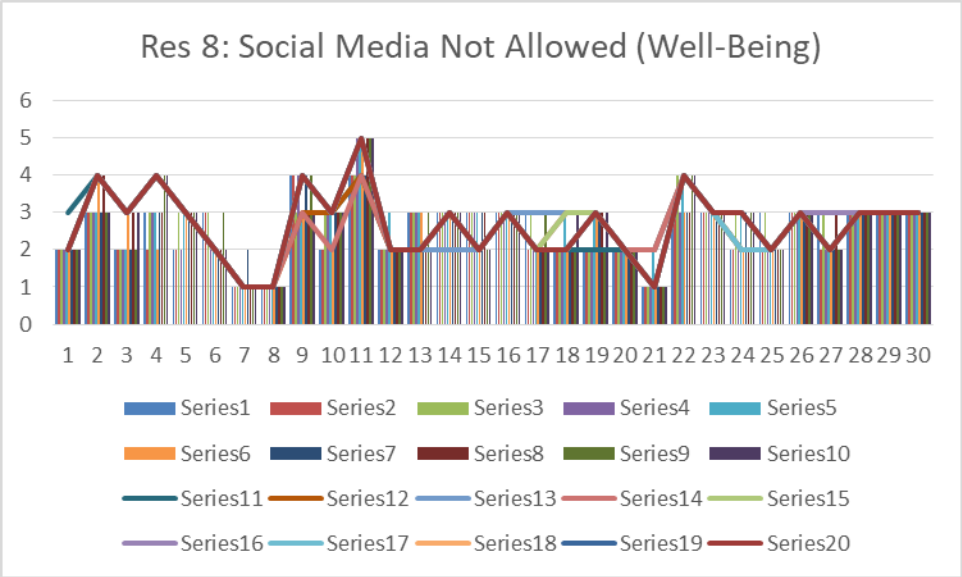


- Task Performance

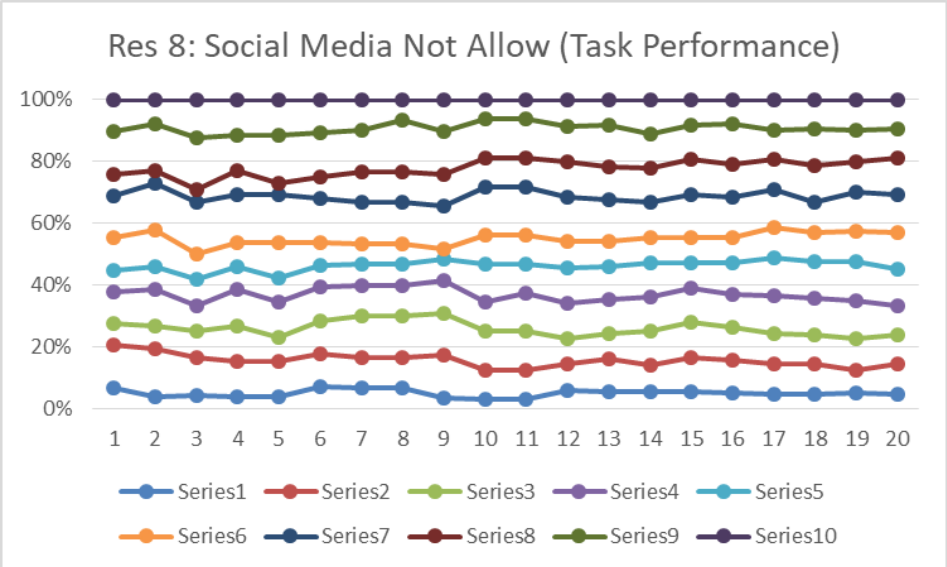


Respondent # 8

- Well-Being

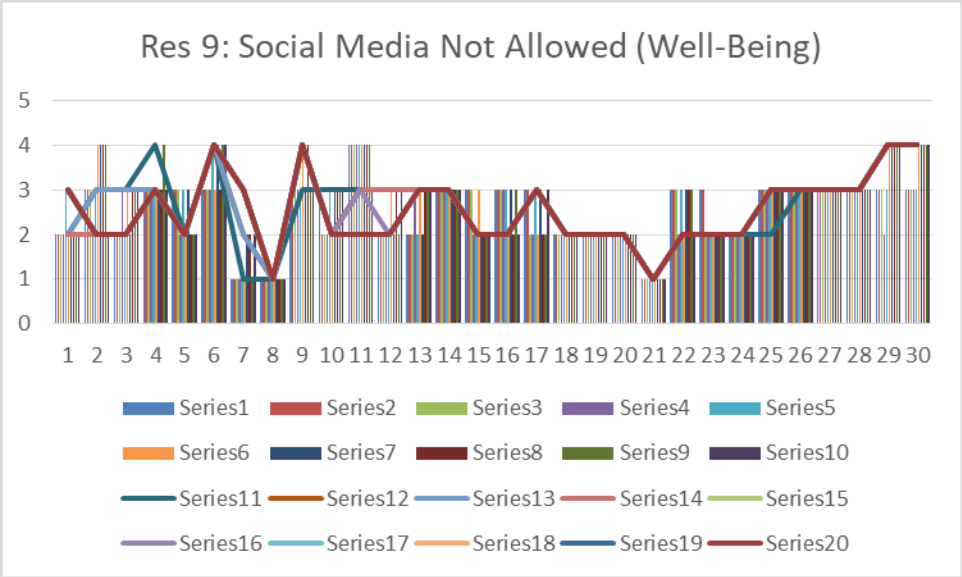


- Task Performance

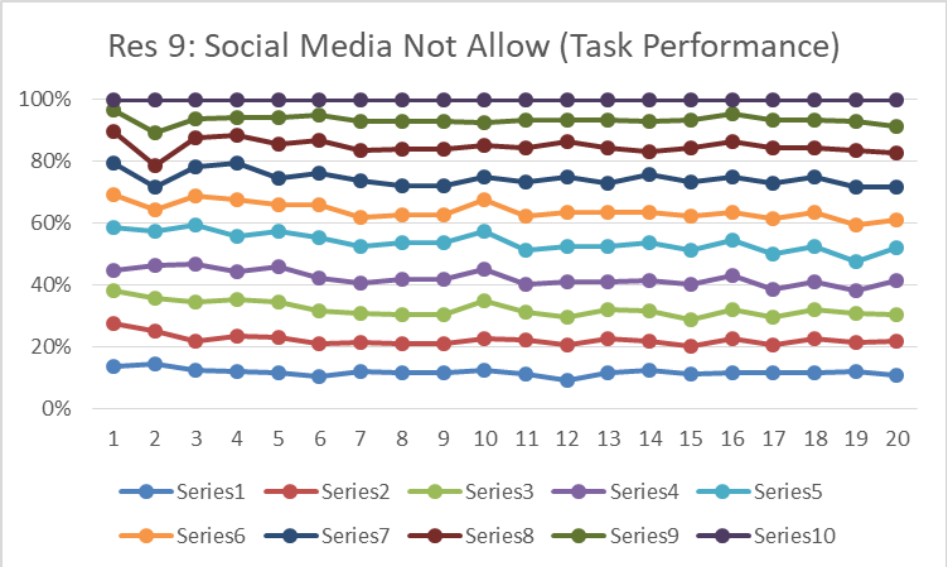


Respondent # 9

- Well- Being

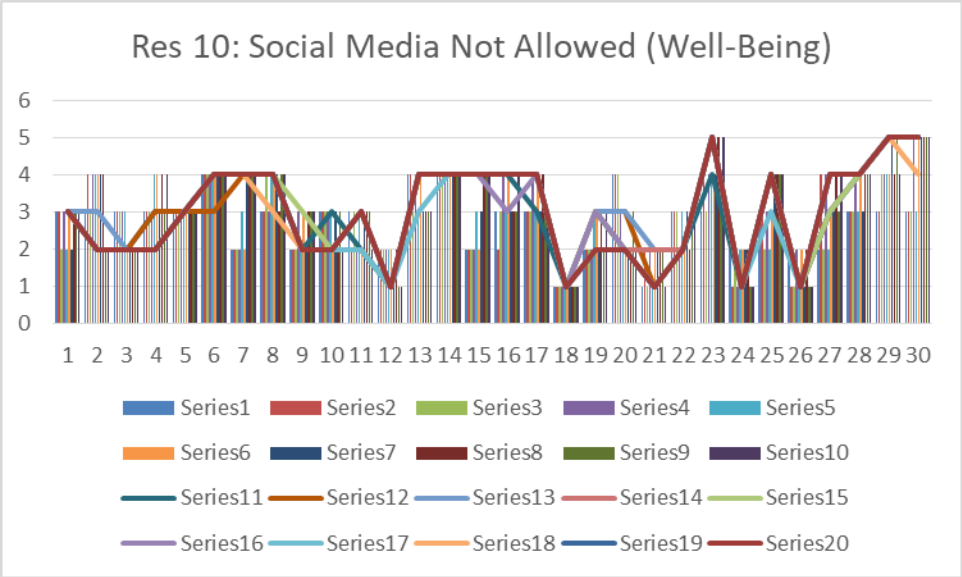


- Task Performance

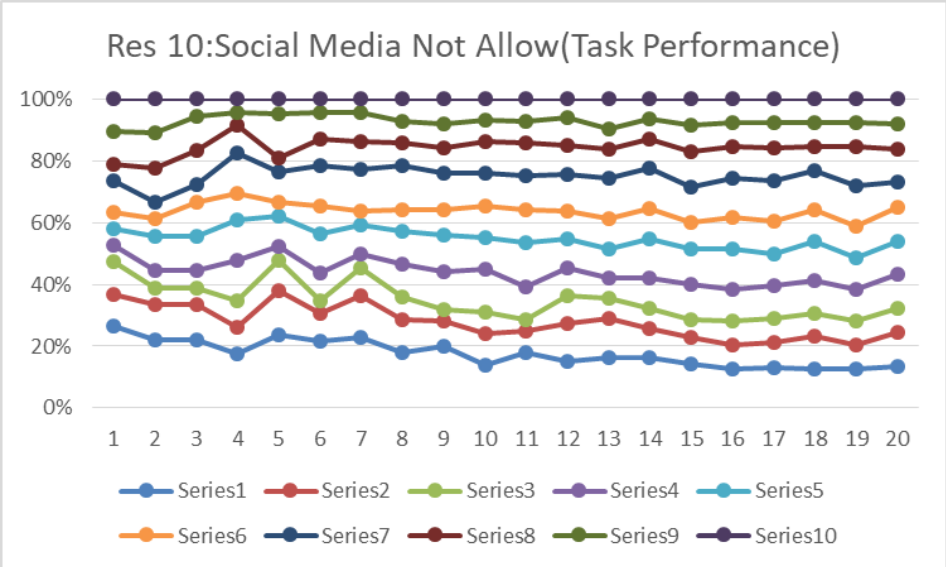


Respondent # 10

- Well-Being

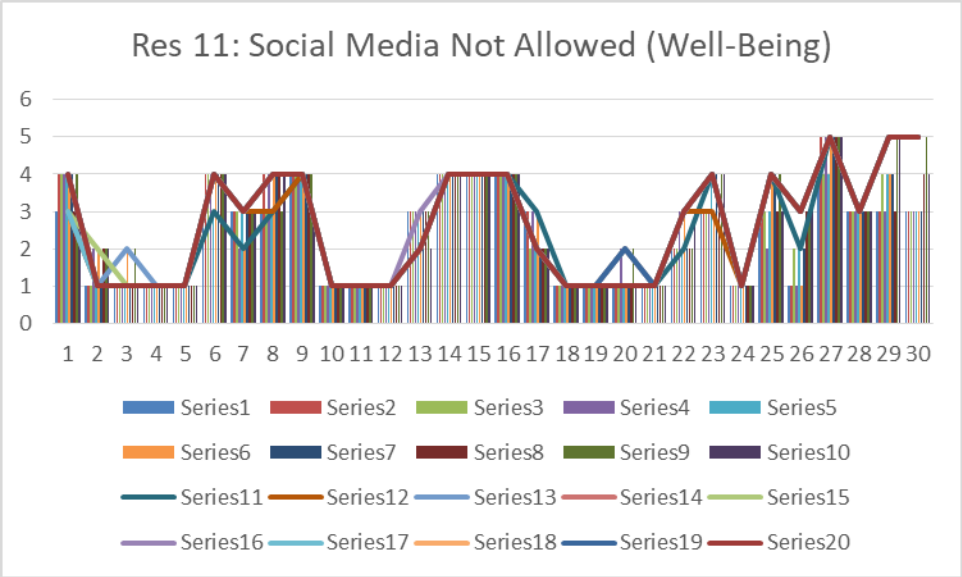


- Task Performance

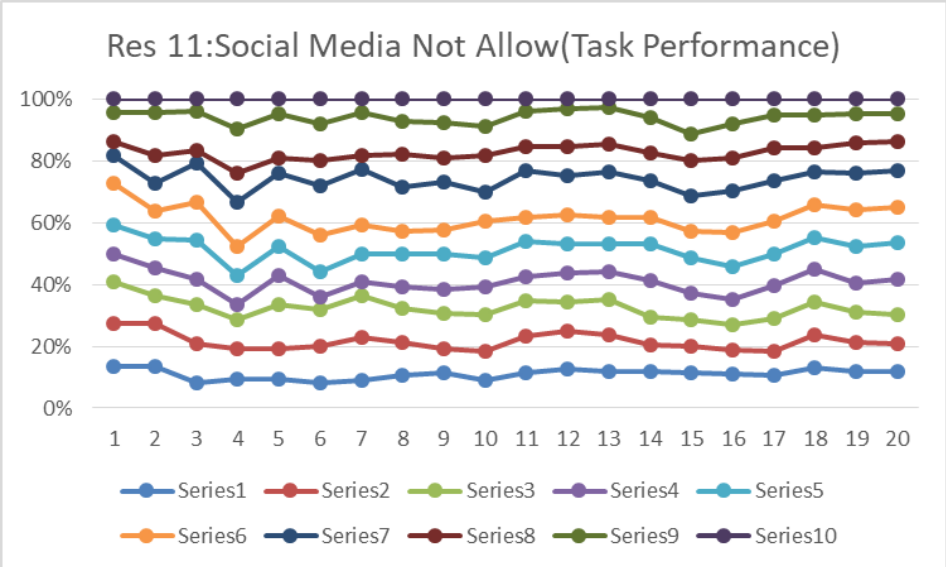


Respondent # 11

- Well-Being

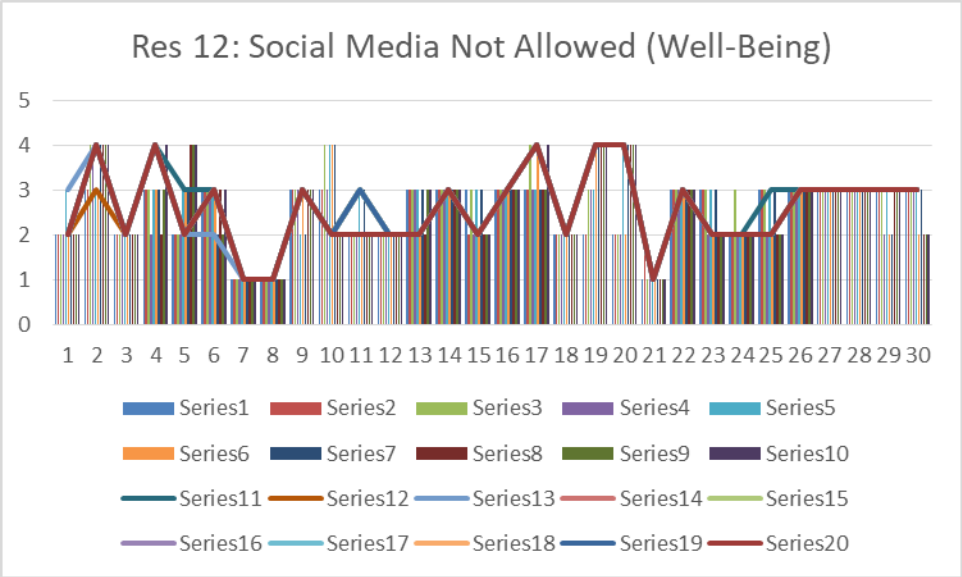


- Task Performance

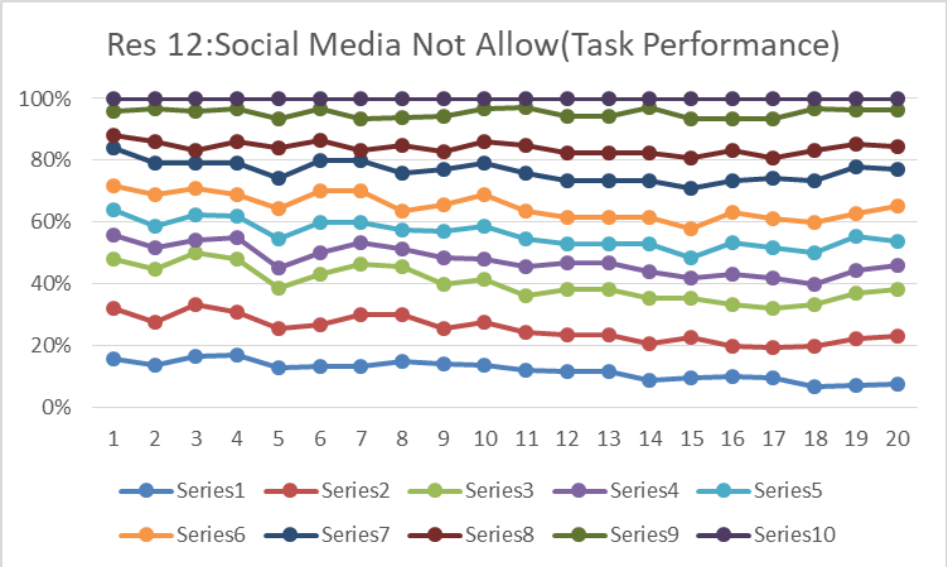


Respondent # 12

- Well-Being

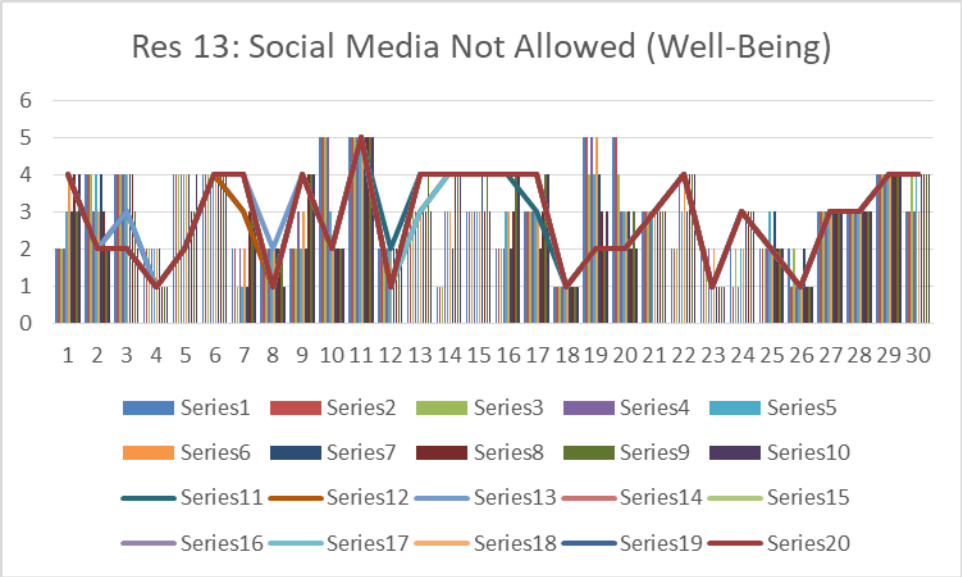


- Task Performance

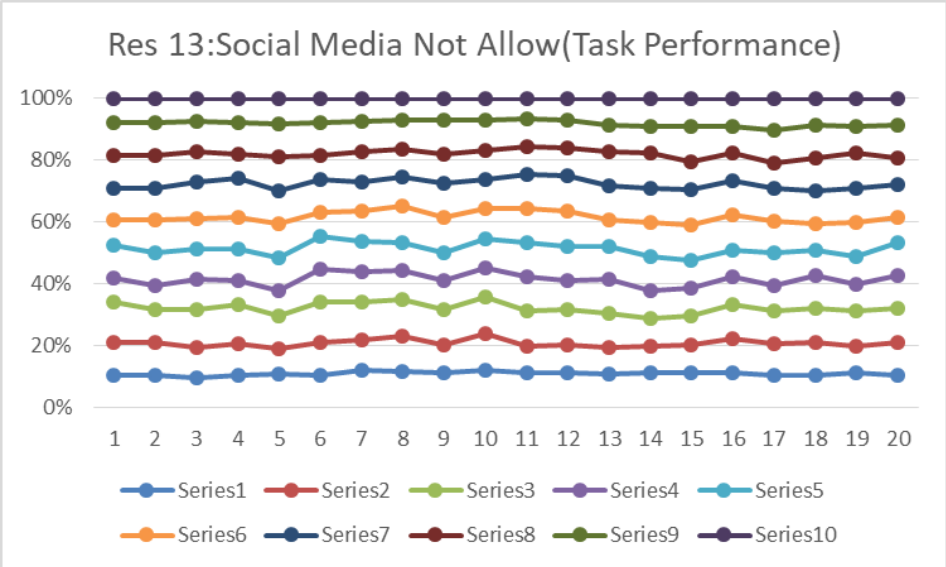


Respondent # 13

- Well-Being

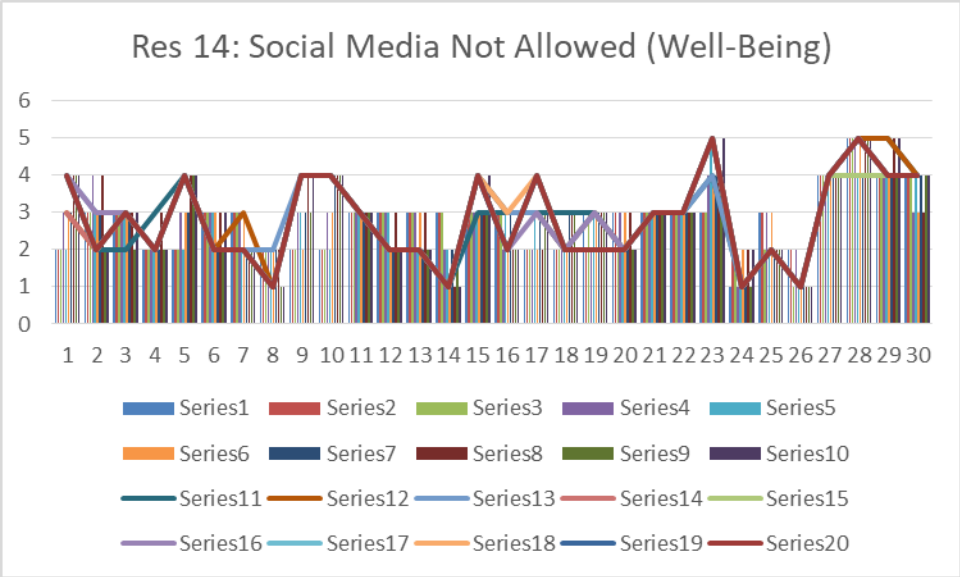


- Task Performance

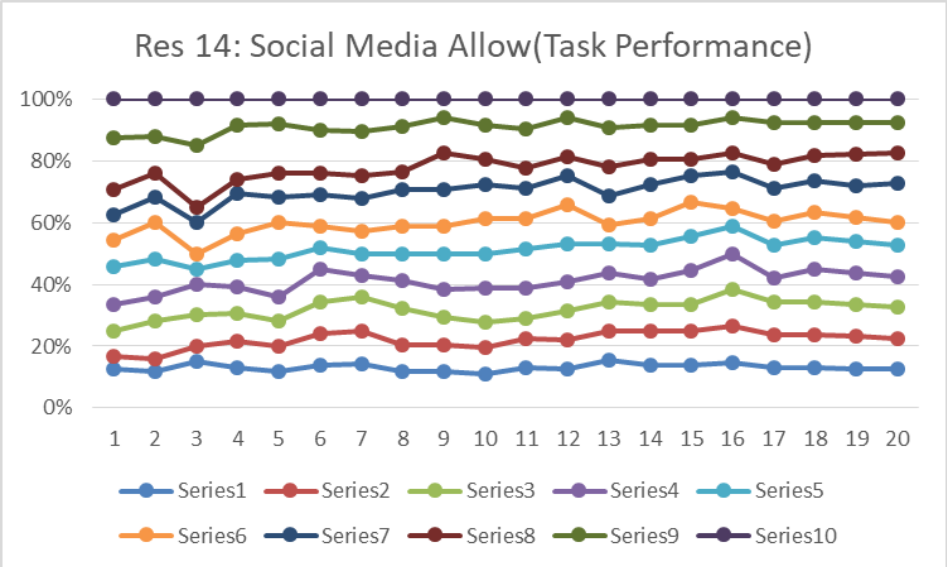


Respondent # 14

- Well-Being

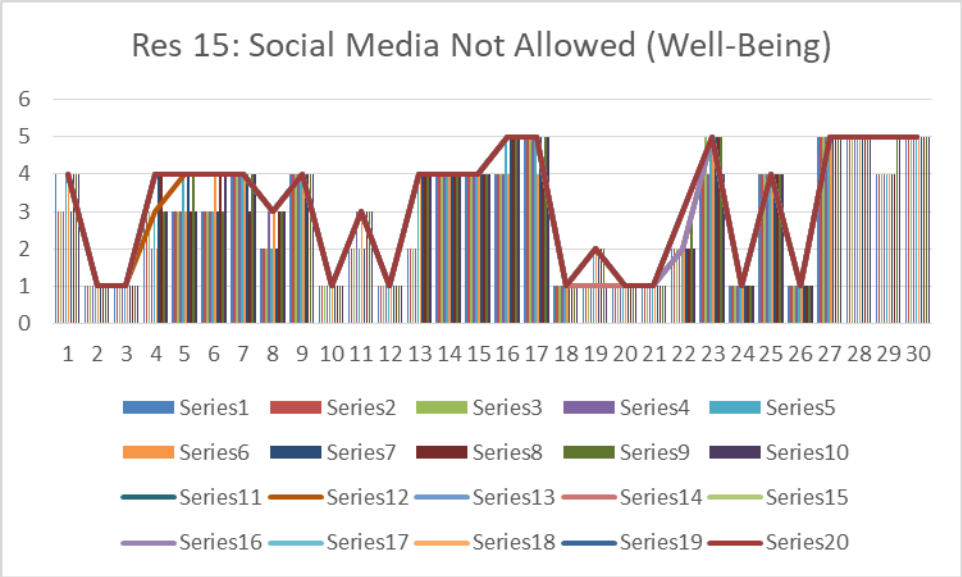


- Task Performance

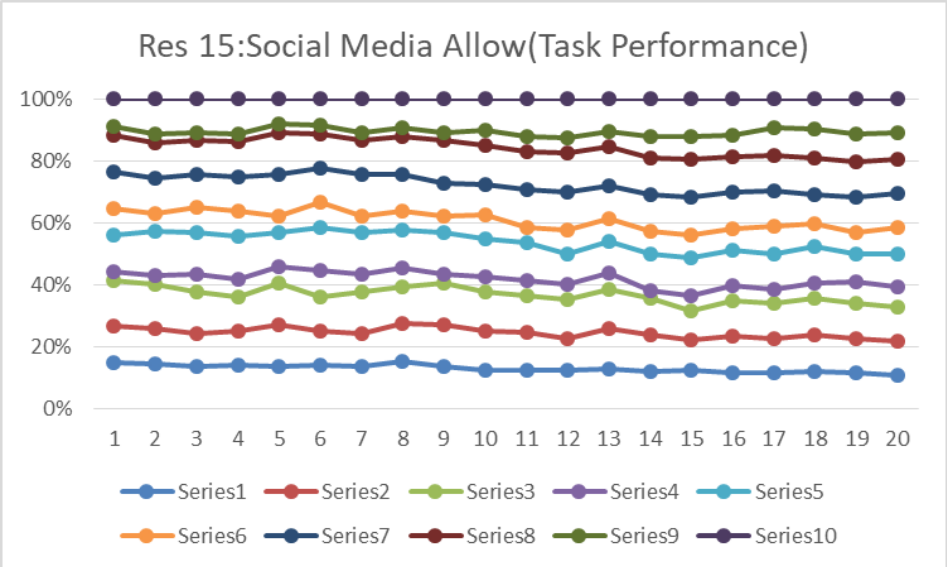


Respondent # 15

- Well-Being

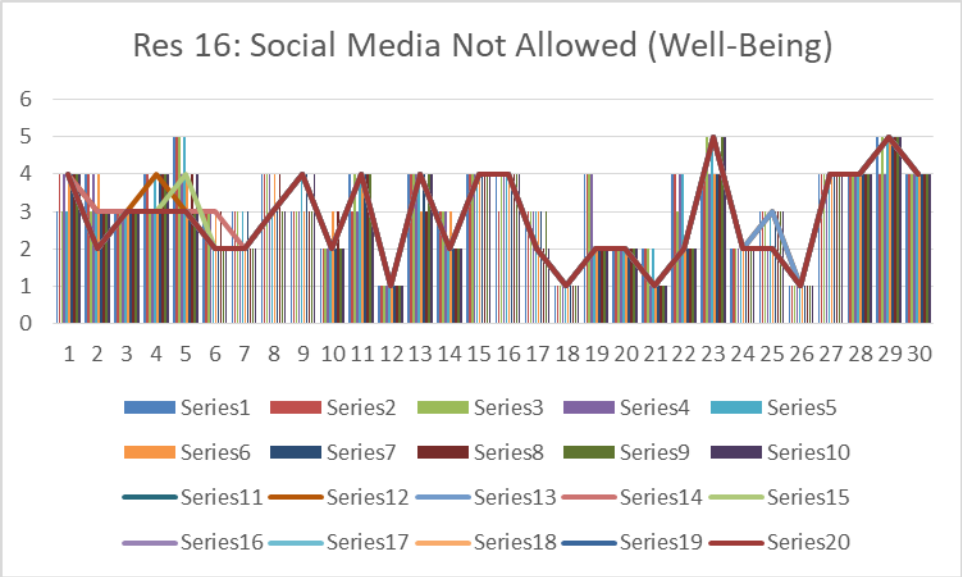


- Task Performance

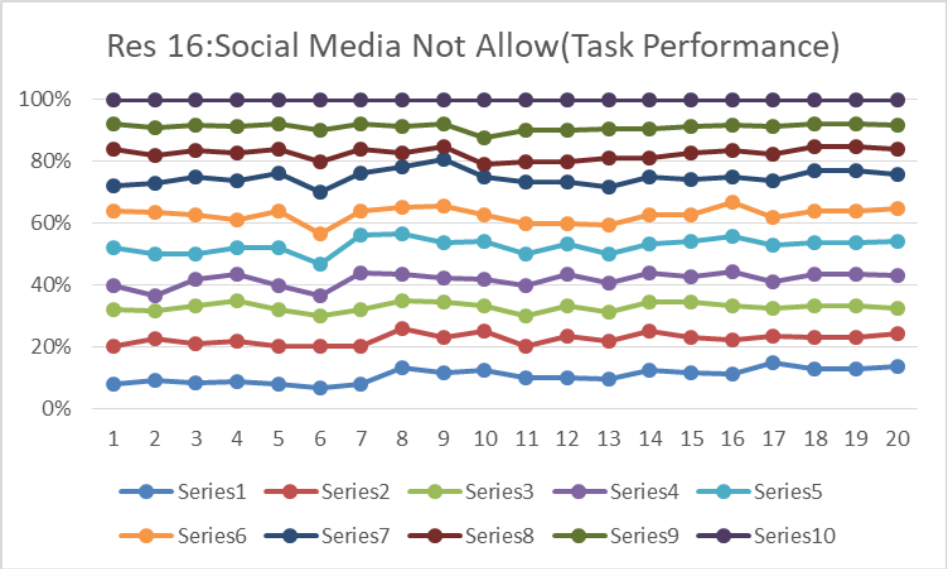


Respondent # 16

- Well-Being

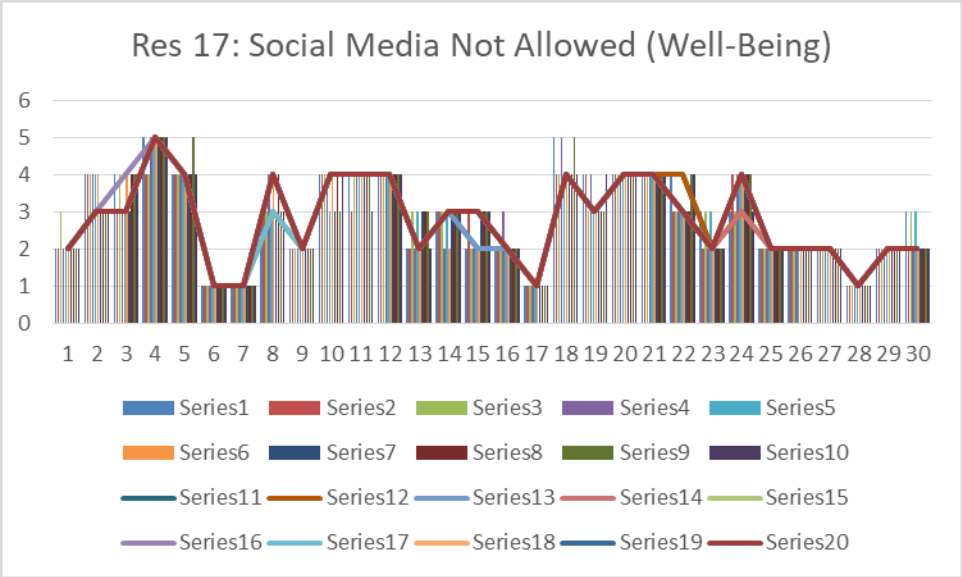


- Task Performance

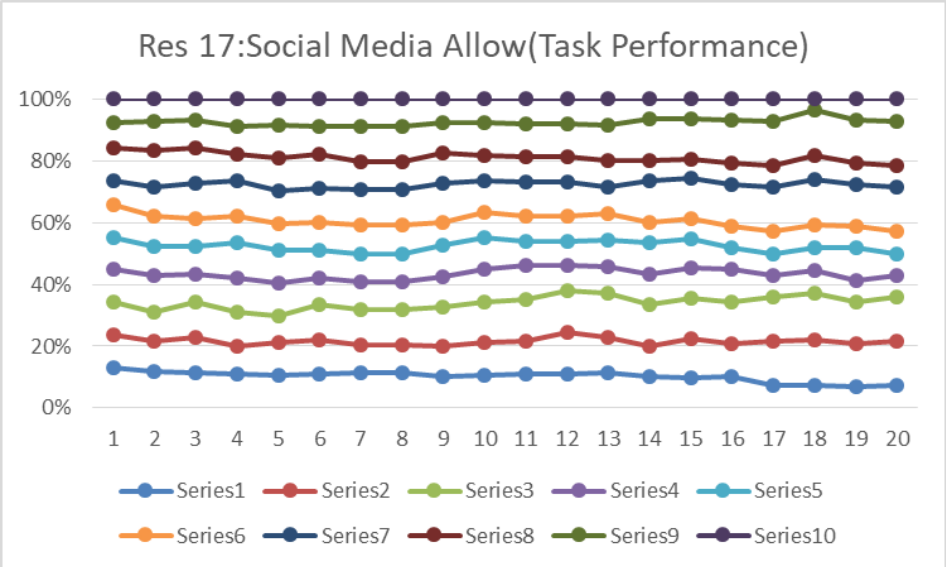


Respondent # 17

- Well-Being

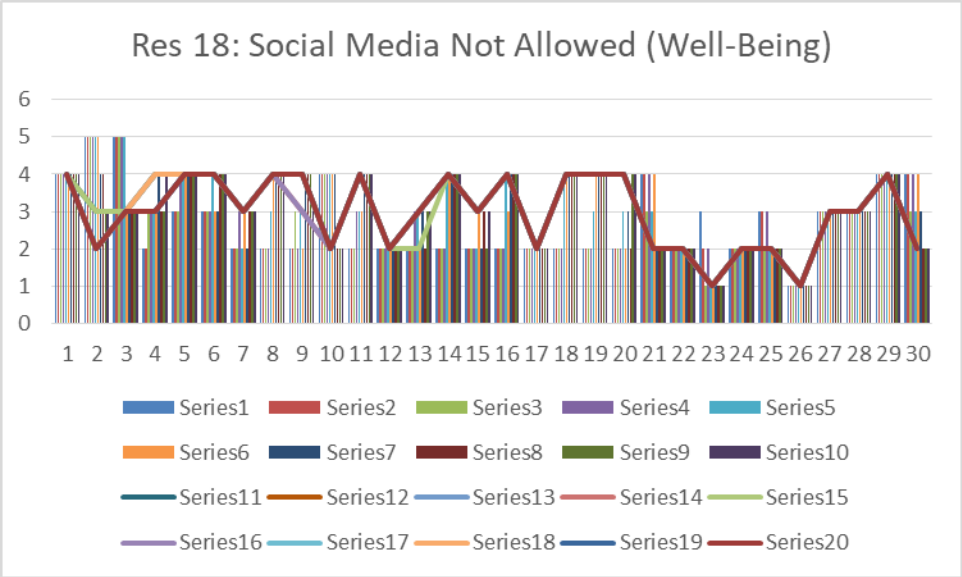


- Task Performance

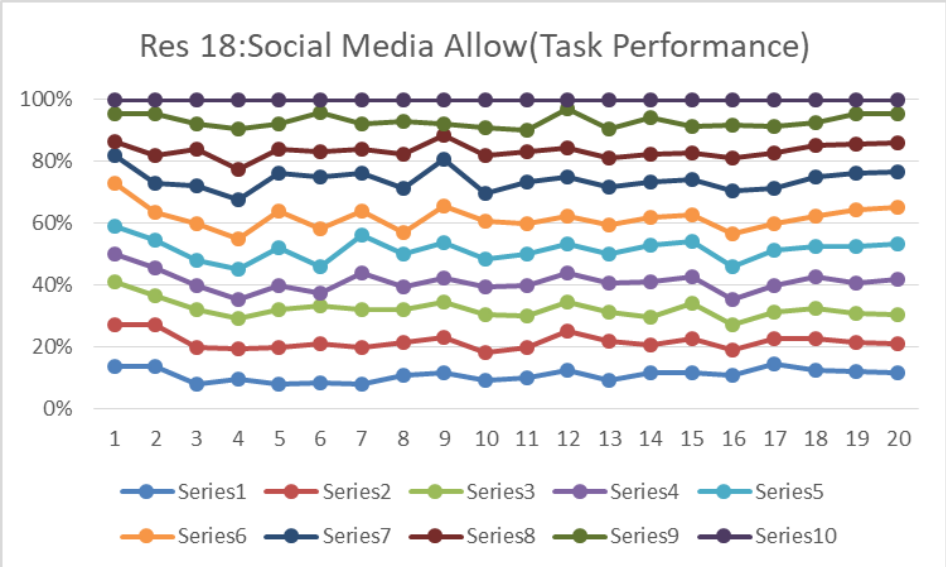


Respondent # 18

- Well-Being

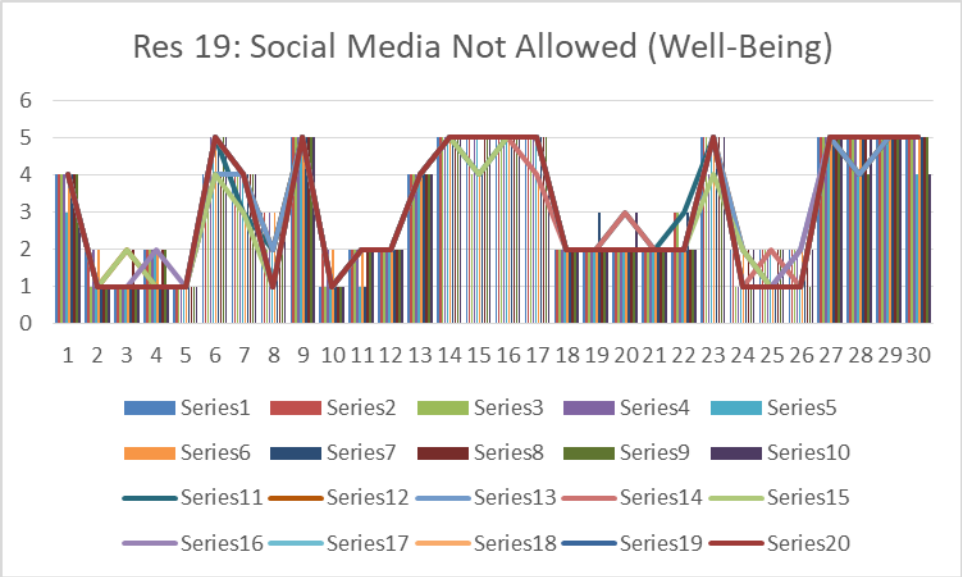


- Task Performance

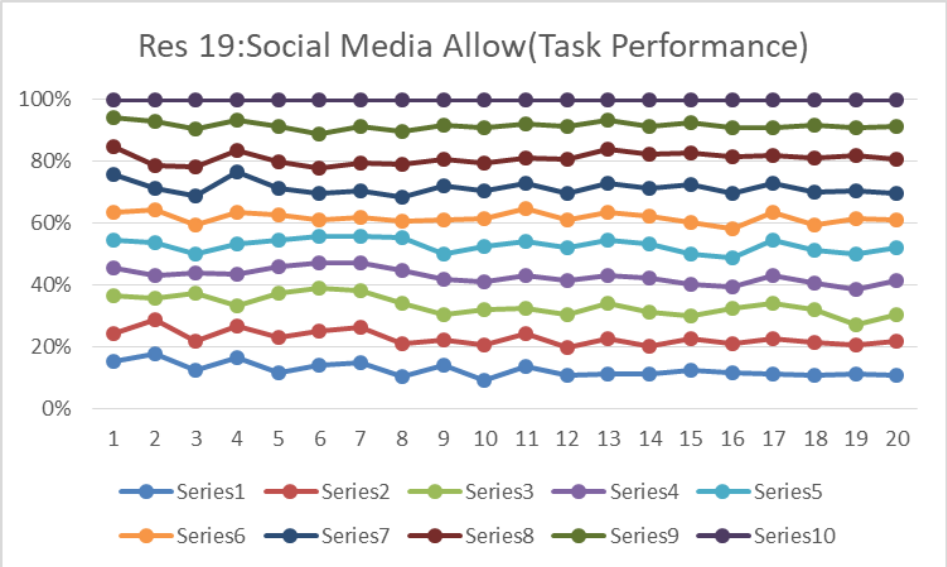


Respondent # 19

- Well-Being

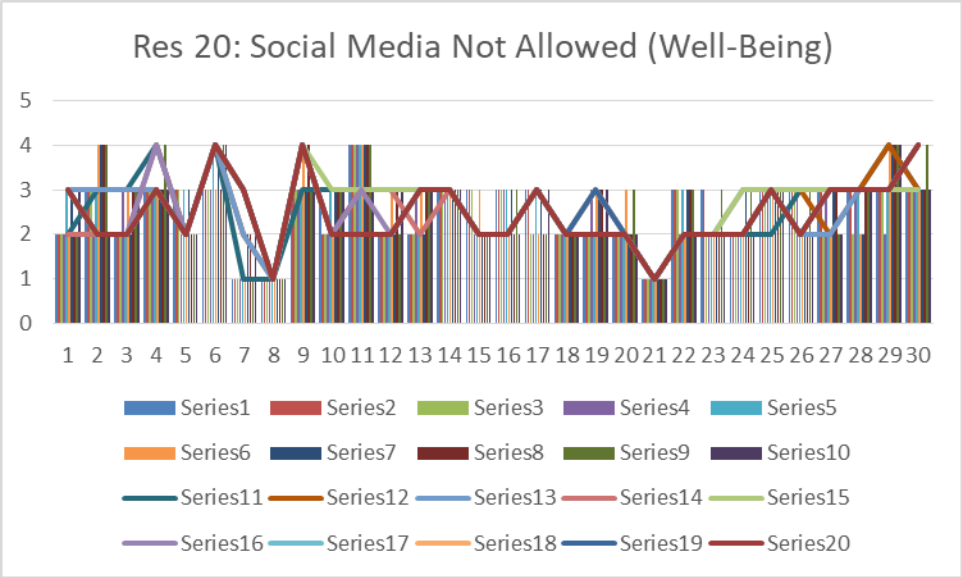


- Task Performance

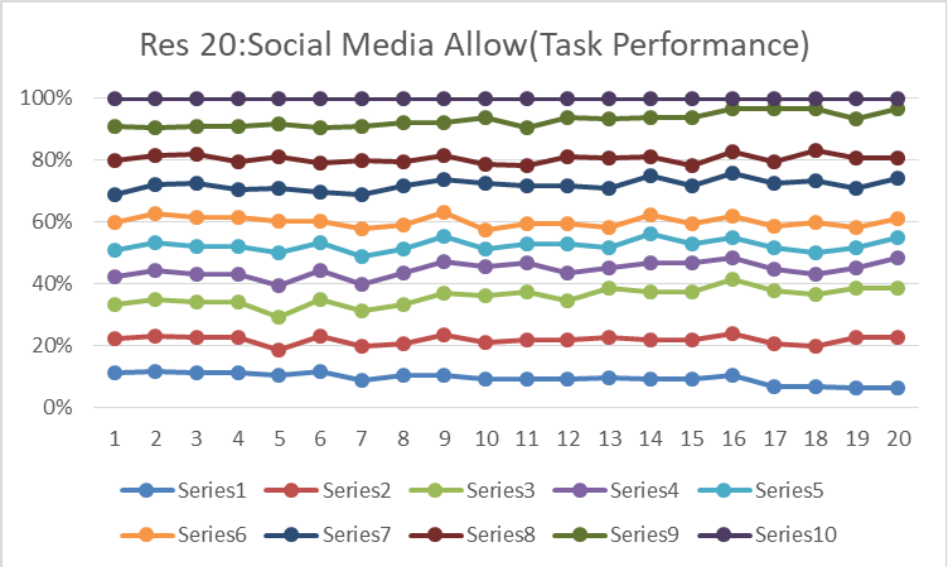


Respondent # 20

- Well-Being



- Task Performance



Analysis: The above group is “Control Group”. As, use of social media was prohibited during experiment and individuals have no access to internet facility during working hours. Initially, it negatively effects emotions like angriness, stress, anxiety, tiredness, elatedness and feeling of anxiousness. But with the passage of time it gradually turned out into more positive results related to task performance. The respondents at their initial stages experience feeling of depression and fatigued but at the end of the study it demonstrated significantly lessen their level of stress and sense of exhaustion. There was no significant difference detected between control group and experimental group when it came to talking about feeling of elatedness, ecstatic, frightened, afraid, miserable, pleased, and proud and tiredness. However, there is another interesting finding detected that is “self-monitoring” individuals experience some benefits regarding better time utilization, subjective well-being with respect to decrease in depression and nervousness. It further leads to their better time management skills and respondents feel more focused during working hours. According to task performance statistics, initiative, quality of assigned tasks and critical thinking increases positively after slight initial decrease. However, as compare to experimental group there is considerable negative results related to punctuality, research skills and communication skills.

Chapter # 5

Discussion and Conclusion

In this chapter discussion and conclusion of the results which are presented in chapter 4 has been discussed.

To find results for our objectives, an experimental study is conducted. A population of 40 employee of Management Trainee Officer (MTO) program has been selected and divided into two groups. Each group consists of 20 peoples. The experiment consists of 20 days. One group is allowed to work under the permission of social media, while other group was not allowed to social media for 20 days. Following were the objective of or study

- To measure the impact of employees wellbeing and task performance by allowing social media at work place.
- To measure the impact of employees wellbeing and task performance by not allowing social media at work place.

From our results, we measure that when social media is allow at work place, it decreases the employee's wellbeing and task performance. And Vice versa i.e. when social media is prohibited at workplace it increases the employee's wellbeing and task performance.

Discussion:

From the experiment, conducted to measure the employee's wellbeing and task performance, we have found that employees well and task performance is increased when social media is prohibited at workplace. Our results are different and quite interesting. Majority of the study found that when social media is allowed at work place it increase employees wellbeing and task performance like work of Torkzadeh and Doll (1999), (Pavitt, 2003), etc. But these studies were either quantitative

or qualitative and none use of experiment techniques in finding their results. However, the study detected that social media made the job of respondents energized, elated and to some extend ecstatic significantly. As, social media provides them short mental breaks throughout the day which is helpful to lessen feeling bored and gloomy during work. Furthermore, there is mix variety of observations regarding frustration, fatigued and confusion. It is determined that social media addiction negatively impact task performance of employees. As, its usage not increase the rate of chance of increase in errors but also disturbed the ratio of their overall performance and pace of doing work. The experimental group respondents experience confusion and lack of contentment during work.

The strength of our findings is that we have used an experimental technique. The another interesting finding regarding " control group" where social media is not allowed to use is "self-monitoring" individuals experienced better time utilization, subjective well-being with respect to decrease in depression and nervousness. It further leads to their better time management skills and respondents feel more focused during working hours. Moreover, if we look into theory of social exchange, it also supports the idea that employees wellbeing and task performance of the employees increased without social media or any other medium that leads towards extra circular activities. And similar notion we concluded from our findings. One of reason it be that when we prohibit social media at work place, then it increases social exchange between they employees, and they got more focused times towards their tasks as discussed in the findings of stoney brooks (2015), and Wajcman & Rose (2011) that the consequences of interruptions during work time indicate that employee discounted the current task and shift to another activity this its negatively impacted on their task performance.

Thus from our experiments results, following facts has been established

- Employees wellbeing and task performance decreases when allow social media at workplace
- Employee's wellbeing and task performance increases when prohibited social media at workplace.

Managerial implications:

Our findings have fruitful implications for managers and also for developing social media policy in the organizations. Organizations who are seeking for to implement social media at their workplace, their managers can use our findings for developing their policies. Social media sites rapidly used by individuals both at home and at workplace. Although cognitive differences can maintained between personal and professional life but these two aspects are the important part of the whole when we are taking about holistic picture of individual. By considering the results, social media is not beneficial in long term for the users, as they were not getting such happiness and positive feedback as well as encouragement which in return lower their level of happiness associated with job roles. This further concluded that technology usage lead to greater stresses which can lower well-being of individual. Usually managers have more focuses on economic and rational outcomes and most of the time ignores human relations outcomes, which in result further leads to maximization of profits rather enhancement of employee well-being and work redesign practices. Subsequently, the organizations which provides platforms to managers with intense exposure of employee preferences has greater impact on profitability along with potential increase in employee well-being and better working environment. Those organizations which consider social media related trends more seriously will train and engage their managers more with logical reasoning, reevaluation of their decisions which further enhance their managerial practices that is beneficial for employee well-being in long term. Moreover, our findings are also

important to increase employee's wellbeing and task performance that are very important for organization citizenship behavior in the organization.

Limitation of our Thesis:

We have conducted the experiment on management trainee officers of the organizations, thus an organization has different departments. And requirements of these departments are change by nature of working from one department to other. For example, marketing department or customer relationship department use social media for their organizational campaign or to connect with customers. Another Limitation of study is related to use of experimental design approach. As, participants of study were already knew that they are going to engaged in a study, this cause potential for increase in biased opinions. It is suggested to gather data objectively from field studies and better to use non- obtrusive measurement techniques. Also, the types and purpose of usage of social media needs to be address in more details to further clarify the picture of negative impacts of social media usage at workplace. Moreover, employees were facing distractions during use of social media could further lead to role stress as each individual will assume multiple tasks and roles every single day. The nature of these roles change instantly which potentially impact their role stress and temper their moods. Future study should consider the impacts of role switching in context of the study design presented here.

Conclusion

The study is completed by conducting an experiment of usage of social media by forming two groups. One group is allowed to use social media. While other group prohibited from social media at workplace. We have concluded from our findings that, social media has not useful applications

at workplace. Although some studies have proven positive impact of social media at workplace, but from experiment, our findings found negative impacts of social media by means of employee's wellbeing and task performance**.** We have concluded that if social media is allowed at workplace then it decreases individual wellbeing and task performance. And if social media is prohibited at workplace, then it positively impacts on the individual wellbeing and task performance.

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Well-Being Survey Instrument:

	ITEMS	Never(1)	Rarely(2)	Sometimes(3)	Quite Often(4)	Extremely Often or Always (5)
Q1	My Job made me feel at ease					
Q2	My Job made me feel angry					
Q3	My Job made me feel annoyed					
Q4	My Job made me feel anxious (Nervous)					
Q5	My Job made me feel bored					
Q6	My Job made me feel cheerful					
Q7	My Job made me feel calm					
Q8	My Job made me feel confused					
Q9	My Job made me feel content (Satisfied)					
Q10	My Job made me feel depressed					
Q11	My Job made me feel disgusted (Tired)					
Q12	My Job made me feel discouraged					
Q13	My Job made me feel elated (Delighted)					
Q14	My Job made me feel energetic					
Q15	My Job made me feel excited					
Q16	My Job made me feel ecstatic (Joyful)					
Q17	My Job made me feel enthusiastic					
Q18	My Job made me feel frightened (Scared)					
Q19	My Job made me feel frustrated					
Q20	My Job made me feel furious (Intense)					
Q21	My Job made me feel gloomy (Dull)					
Q22	My Job made me feel fatigued (Exhausted)					
Q23	My Job made me feel happy					
Q24	My Job made me feel intimidated (Afraid)					
Q25	My Job made me feel inspired (Energized)					
Q26	My Job made me feel miserable					
Q27	My Job made me feel pleased					
Q28	My Job made me feel proud					
Q29	My Job made me feel satisfied					
Q30	My Job made me feel relaxed					

Reference: Katwyk, Paul & Fox, Suzy & Spector, Paul & Kelloway, Kevin. (2000). Using the Job-Related Affective Well-Being Scale (JAWS) to Investigate Affective Responses to Work Stressors. Journal of occupational health psychology. 5. 219-30. 10.1037/1076-8998.5.2.219.

Task-Performance Survey instrument:

NUMS-UMTP 2018

Evaluation Form – Task Performance

Name:_____ Directorate:_____

Please grade the individual on each of the following on a scale of 1-5 **(5 being the highest**

Sr. No.	Item	1	2	3	4	5
1	Punctuality ***(Reports to work on time)***					
2	Professionalism ***(Demonstrates effective interpersonal skills and emotional maturity)***					
3	Professional Appearance ***(Dresses appropriately and formally)***					
4	Initiative ***(seeks opportunities and is eager to learn)***					
5	Quality of assigned tasks ***(Output demonstrates attention to detail and thoroughness)***					
6	Team Work ***(Demonstrates respect and collegiality)***					
7	Organizational skills ***(Divides time appropriately, meets deadlines and works methodically)***					
8	Critical Thinking ***(Questions and clarifies ambiguity reflects)***					
9	Communication skills (Written/Verbal) ***(Demonstrates grammatically correct and effective verbal and written skills)***					
10	Research Skills ***(Demonstrates ability to explore and investigates facts and data from***					

Name and Signature of Supervisor: _____