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*Research Paper*

## **Mediation Model of Social Media Usage within Organizations and its Impact on Employees during the Covid-19 Pandemic**

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### **ABSTRACT**

This study examined social media usage within organizations during the COVID-19 pandemic and its impact on employees' employment engagement, organizational engagement, organizational commitment, job satisfaction, and turnover intention. A quantitative method was employed using a sample size of 371 respondents, with convenient random sampling used for selection. Data was collected from most of the firms in Pakistan's major cities using an online survey with a closed-ended questionnaire. The analysis was performed using a structural equation model of PLS. Our findings proved a positive and significant link between the use of social media and its influences on employees' job and organizational engagement. A positive and statistically significant indirect relationship has also been found between social media and organizational commitment via job satisfaction and turnover intention. The study contributes to the field by verifying that social media is vital for employee performance and may subsidize employee engagement, which could decrease turnover intention.

**Keywords:** Social media, job engagement, organizational engagement, organizational commitment, job satisfaction, turnover intention, COVID-19

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## 1. INTRODUCTION

The COVID-19 pandemic has created uncertainty in all types of organizations worldwide (Baker, Bloom, Davis, & Terry, 2020) and has upended the work environment (Kuckertz et al., 2020). The enormous impact of this situation has negatively affected not only developing and underdeveloped countries but also developed and stable economies (Jasmine, 2019). Moreover, this enormous impact has significantly strained the entire business sector (Kuckertz et al., 2020). To cope with this situation, Pakistan implemented the Work from Home (WFH) concept (Bukhari, Rasheed, Nayyer, & Babar, 2020). In this environment, social media (SM) played a prominent role in enabling employees to adapt to the new work environment (Bartik et al., 2020).

Business uncertainty has also led employers to cut employee salaries and layoff huge numbers of employees from all business sectors (Raza, Rasheed, & Rashid, 2020). This threat of reduction in income and employability has affected employee-employer relationships extensively (Bryce, Ring, Ashby, & Wardman, 2020). However, the use of SM in work organizations has supported employers during this pandemic. However, the uncertainty of income and employability has also affected the engagement of both employers and employees. Moreover, offline and online environments are completely different (Levin & Kurtzberg, 2020), and there is an immense need to revisit employees' engagement with their employers and jobs on social media platforms.

The use of SM within firms can subsidize internal social interactions and promote organizational performance and knowledge management (Nduhura & Prieler, 2017; Parveen, Jaafar, & Ainin, 2015). Though few individuals think that SM usage in firms may also produce undesirable outcomes and demand their effectiveness, almost 70% of organizations plan to use SM in the coming years (H. Li, Luo, Zhang, & Sarathy, 2018; van Zoonen, Verhoeven, & Vliegthart, 2017).

SM exploration within organizations mainly focuses on two perspectives. First, few researchers have dedicated their care toward investigating the drivers of SM usage, which comprises organizational factors (Bretschneider & Parker, 2016; Jiang, Luo, & Kulemeka, 2016), technological factors (Tajudeen, Jaafar, & Ainin, 2018), personal factors (Leftheriotis &

Giannakos, 2014), and environmental frameworks (Tajudeen et al., 2018). Second, few researchers have inspected the significances of SM's use in firms that comprise job satisfaction (JS) and job performance (Parveen et al., 2015), information searching and sharing (de Zubielqui, Fryges, & Jones, 2017), and relationship management (Tajudeen et al., 2018). Though SM has been considered in firms, the following boundaries remain. First, as specified (Parveen et al., 2015), it is vital to examine the numerous drivers of SM usage and its influence on a firm's performance. Some academics have considered SM usage from the viewpoint of both social and work purposes have forecasted their impact on firms. Second, few current studies have inspected the direct impact of SM usage on JS and job performance (Charoensukmongkol, 2014; Leftheriotis & Giannakos, 2014), yet do not display the procedure or explain how the distinct aims of SM usage may have influenced these factors. Third, though numerous researchers have struggled to classify the precursors and significances of SM use within firms (Jiang et al., 2016; Parveen et al., 2015), most have preserved employees as a similar entity and disregarded possible group differences in SM usage and its influence on firms (Krasnova, Veltri, Eling, & Buxmann, 2017; Tulu, 2017).

To decrease these investigation gaps, we incorporated the theory of organizational commitment (OC) to examine how the use of SM influences employees' JS, and turnover intention (TI) in Pakistan. Subsequently, the framework was empirically verified. Our study satisfies both practical and theoretical offerings. First, this study used SM from the viewpoint of the work environment and discovered its influence on staff within firms. Second, we donate to OC theory by expounding the association among the use of SM during office hours and by enlightening its path process. Third, this study delivers practical contributions on how to allocate work among the genders; how to expand the OC, organizational engagement (OE), and JS levels; and how to lessen employee turnover over SM within firms.

## **2. LITERATURE REVIEW**

### **2.1. Organizational commitment theory**

The idea of the OC theory was given by Howard Becker (Becker, 1960) and defined as the ability to undertake consistent activities through independent investments (Amin, 2022). OC is one of the most critical elements used to display the significant attitude of personnel to firms, and also becomes a significant interpreter of employees' behavior. Some researchers (Porter, Steers, Mowday, & Boulian, 1974) specified that OC is an emotional linkage of workforce with their

organizations while others (Meyer, Allen, & Smith, 1993) piloted a widespread study on the OC's scale and stated that there are three kinds of commitment: normative, emotional, and continuing. These have been acknowledged by most researchers. The theoretical OC model includes its precursors and consequence approaches (Steers, 1977), and its role opinion (Stevens, Beyer, & Trice, 1978). Specifically, explanations of OC (Steers, 1977) have been proposed that mainly include work experience, personal characteristics and job characteristics; and the results of OC largely comprise job performance, attendance, and retention. The OC role perception framework trusts that its exchange view and psychological view do not completely consider the associated drivers of turnover or organizational membership (Stevens et al., 1978). Hence, a new role perception framework is constructed to define the turnover and retaining objective of the core stakeholders (e.g., employees or workforce).

The present work on OC is largely dedicated to two perspectives. One is a revision of the measurements, structure, and concept, which is the study of OC itself (Allen & Meyer, 1990; Klein, Molloy, & Brinsfield, 2012) and the other is working on the drivers, pertinence, and subsequent variables of OC (Eisenberger et al., 2010; Liu & Wang, 2013), which comprises organizational trust, culture, TI, JS, and so on (B.-K. Joo & Park, 2010; B. K. Joo, 2010). JS and TI are closely related to OC, offering a strong insight into employee retention and satisfaction (Aydogdu & Asikgil, 2011). Commitment is also mostly investigated within the JS domain (Chen, Lu, Chau, & Gupta, 2014; Luo, Guo, Lu, & Chen, 2018). For instance, based on commitment theory, Chen, Lu, Wang, Zhao, & Li (2013) specified that within the context of social networking sites (SNS), affective and continuous commitment are the basic facets of content generation behaviors. On the other hand, the normative nature of content has less or no impact on content creating activities. Studies (Wasko & Faraj, 2005) have shown that operators' commitment influences their impact on an online community, while others (Li, Browne, & Chau, 2006) proposed that operators may have preferences for specific websites, such as one that arouses their adherence to a blog or webpage. Affectively committed personnel establish voluntary acquaintance and cooperative problem-solving behavior that leads to enhanced performance (Khan et al, 2018). Conversely, few studies have examined the association among the use of a system and an employee's OC. Researchers like Bala & Bhagwatwar (2018) have recommended the nature of the work, and the firms deed organizational trust and OC with the double roles of precursors and outcomes from

using the system. Grounded on the work on the OC, this paper explores the effects of SM use on JS, TI, and the mediating role of OC.

## **2.2. Hypothesis development**

The employees' OC outcome contributes to both their work and the firm (Becker, 1960). SM is a significant means for an internal stakeholder to cooperate, communicate, maintain, and build relationships with each other. With the help of SM, stakeholders would be more involved in the job and the firm's undertakings, which increases loyalty to the firms and subsequently results in job retention and satisfaction.

### **2.2.1. Use of SM and employee engagement**

Employee engagement (EE) is defined as a distinctive construct comprising of behavioral, cognitive and emotional characteristics that impact personal performance (Saks, 2006; Yadav, Pandita & Singh, 2022 ). The strongest roles for most company members are their job-related roles and their roles as members of a firm (Bizzi, 2017). Hence, EE can be narrowed down to JE and OE to exhibit the magnitude to which a person is psychologically existent in a specific firm's role. Previous research reflects those drivers such as social capital, job satisfaction (Strömgren, Eriksson, Bergman, & Dellve, 2016), job hindrance and resources (Yuan, Li, & Tetrick, 2015), job crafting (Bakker, Tims, & Derks, 2012), intra-organizational social connections (Maciel & Camargo, 2016), and job demands (F. Li, Wang, Li, & Zhou, 2017) are accounted for as the most important for influencing EE. Therefore, some researchers have investigated the associations among the use of SM within firms and the EE. If there is an optimistic relationship amongst the use of SM in firms and the EE, the role of the use of SM within organizations has higher clarity. The uses and gratification theory recommends that operators select their specific media to satisfy their needs. It also defines the pivotal factors that why certain users prefer one media choice over another (Katz, 1959). SM can be used in firms for both work-related and personal reasons. In most of the organizations in China, SM such as WeChat are largely used for work-related purposes such as arranging meetings with co-workers regarding work-related tasks and projects, or to exchange information about firm policies, objectives, and procedures. SM is also vital for social purposes such as meetings with colleagues after office hours, creating friends and groups within the firm, and looking for similar benefits. Hence, the use of SM within firms can be classified into social and work-related motives (Gonzalez, Leidner, Riemenschneider, & Koch, 2013). Survey data (van Zoonen et al., 2017) on 421 employees concluded that using SM for work produced engagement

by increasing approachability and communication efficiency. This association was also evidenced via a case study (McGrath, Drummond, & O'Toole, 2017), which stated that Twitter and Facebook impacted an entrepreneurial organization's network and dyadic act or engagement. The use of SM for social and work-related purposes within firms might be subsidized as efficient communication and information accessibility (Parveen et al., 2015), which will prime employees' higher JE and OE (Gonzalez et al., 2013). A study using a sample of 287 employees (Zeijen, Peeters, & Hakanen, 2018) concluded that SM had a positive effect on employees' JE. Hence, we have constructed the following hypotheses:

**H1:** *Work-related use of SM positively and significantly influences employees' JE.*

**H2:** *Work-related use of SM positively and significantly influences employees' OE.*

### **2.2.2. Organizational commitment and employee engagement**

OC is quite distinctive from employee engagement as it refers to an individual's evaluative criterias and association towards his designated organization. It is not an attitude in itself but the extent to which a person is intended to and engrossed in, the performance of his or her role (Saks, 2006). While commitment has been used in unique ways, a three-component framework (Meyer et al., 1993) was recommended that shows three elements that deal with distinctive psychological states, and comprises affective, normative, and continuance commitment. These three kinds have been proven to be influential when forecasting turnover; however, few researchers hold that affective commitment has a tougher relationship with a broader range of behaviors, and is likened to continuance and normative commitment, and OC has been proposed as a particular concept that provides assistance in expecting numerous behaviors in general (Solinger, Van Olffen, & Roe, 2008). In this study, OC is intellectualized as a single concept that focuses on an employee's attitude to a firm, and their intent to continue the association with that firm. The link between EE and OC has been investigated by various researchers within different contexts. For instance, a study (Jung & Yoon, 2016) on 352 employees within the hospitality industry stated that the employees' JE positively influenced their OC. This finding was also confirmed (Paek, Schuckert, Kim, & Lee, 2015) alongside a positive relationship between JE and OC. Therefore, we argue that employees' OC will rise with engagement. Hence, we constructed the following hypotheses:

**H3:** *JE positively and significantly influences employees' OC.*

**H4:** *OE positively and significantly influences employees' OC.*

### 2.2.3. JS, OC, and TI

JS is defined as an internal satisfaction (emotional in nature), resulting from an employee's job experience (Fu & Deshpande, 2014, Winkelhaus, Grosse & Glock, 2022). In keeping with the previous literature, there are three main aspects of the associations between OC, JS and TI. First, few researchers have noted that JS impacts the OC and the employees' TI (Yang, 2010). Second, OC has an influence on TI via JS (Zopiatis, Constanti, & Theocharous, 2014), and third, JS and OC are interconnected and together influence TI (Carlson, Carlson, Zivnuska, Harris, & Harris, 2017). More specifically, OC and JS are interconnected and employ jointly related optimistic effects. When internal stakeholders are satisfied with their jobs, they are often enthusiastic to stay in the organization, and currently, their OC is higher. When they select to stay at the firm, they are inclined to be diligent, which subsidizes their gratification with their effort. Previous work has also assured that when employees' OC rises, their JS also rises (Ogbuanya & Chukwuedo, 2017; Zopiatis et al., 2014), and employees' TI will decrease with an increase in their JS and OC (Carlson et al., 2017; M.-L. Chen et al., 2014). Therefore, the following hypotheses are proposed:

*H5: OC positively and significantly influences employees' JS.*

*H6: OC positively and significantly influences employees' TI.*

*H7: JS positively and significantly influences employees' TI.*

### 2.2.4 Mediation

A study by Zhang, Ma, Xu, & Xu (2018) utilized a sample of 298 Chinese firms found a mediating relationship between JE, OE, social media (work and socially related), and organizational commitment, and found full and partial mediation results using the SPSS method. The authors noted the positive and significant association among the variables. Another research by Zivnuska, Carlson, Carlson, Harris, & Harris (2019) studied 326 full-time employees, and concluded that balance and burnout play mediating roles between social media usage and job-related tasks. In a survey of 250 employees in German organizations (van Dick, Crawshaw, Karpf, Schuh, & Zhang, 2019), a positive relationship between work engagement and organizational citizenship behavior was noted, and a positive mediation of organizational identification and commitment was found. Moreover, a study by Mohammad, Quoquab, Halimah, & Thurasamy (2019) within the Malaysian context surveyed 282 respondents, and the authors analyzed the positive mediating effect of employee satisfaction in between the use of social media and employees' productivity. Further, another scholarly work by Holland, Cooper, & Hecker (2019) proposed the mediating role of

employee engagement and the organizational commitment between social media and employees' satisfaction. Hence, the following hypotheses are suggested:

**H8:** *JE positively and significantly mediates the relationship between SM and OC.*

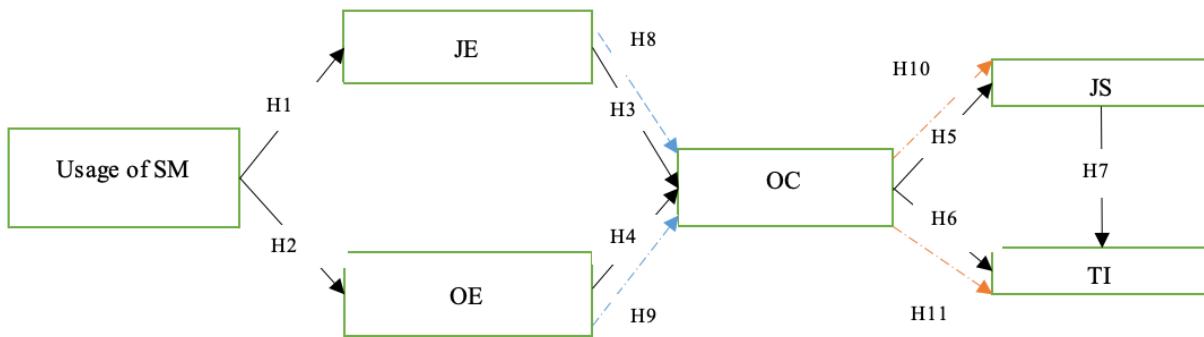
**H9:** *OE positively and significantly mediates the relationship between SM and OC.*

**H10:** *OC positively and significantly mediates the relationship between JE and JS.*

**H11:** *OC positively and significantly mediates the relationship between OE and JS.*

### 2.3. Conceptual framework and hypothesis development

Figure 1 exhibits the conceptual model of the study. The research examines the impact of SM usage on JS and TI. Three variables were used as a mediator to examine the relationships between job engagement (JE), organizational engagement (OE), and OC. Further, Figure 1 displays seven hypotheses.



**Figure 1:** Conceptual model of the study

## 3. METHODOLOGY

### 3.1. Data collection

An online questionnaire closed-ended and a structured in nature was employed to authenticate the conceptual framework. The items used to measure each construct were adopted from previous literature. A Seven-Point Likert scale was used to measure the items as it provides greater discrimination opportunities (Cooper & Schindler, 2014). It scaled from 1 = strongly disagree to 7 = strongly agree. Before the employment of a large-scale study, a pilot study was conducted using 50 respondents. The target of the pilot study included the departmental and human resource managers of firms. A questionnaire included two major sections. The first section contained demographic information about respondents, and the second section included questions related to



the variables. Data were collected from December 2020 to March 2021 by adopting filing survey techniques to avoid bias. Further, a sample of (N = 371) represented the population of the country. A convenient random sampling was used to select the sample size. This sampling technique not only provides Most of the firms were from Lahore, Karachi, Islamabad, Faisalabad, Peshawar, and Quetta. The study emailed 400 questionnaires, with 380 returned, and nine excluded from analysis due to incomplete information. The response rate was 95.0% as mentioned in Table 1.

**Table 1.** Response rate of respondents

<b>Rate of Response</b>	<b>Frequency/Rate</b>
<i>Questionnaires distributed</i>	400
<i>Questionnaires received</i>	380
<i>Questionnaires included in analysis</i>	371
<i>Questionnaires excluded</i>	9
<i>Questionnaires not returned</i>	20
<i>Rate of response</i>	95.0%
<i>Valid rate of response</i>	92.75%

## 4. RESULTS

### 4.1 Demographics of respondents

Table 2 reflects the demographical information of the respondents. A sample of N = 371 was used to represent the population of the country. Among them, 65.95% were male, 35.04% were female. As mentioned in Table 2, 62.26% of respondents had two to five years of experience, and 23.45% had more than five years of experience. 44.75% of respondents fell into firms that had between 101-200 employees, whereas 34.23% had less than or equal to 100 employees. Most of the respondents worked in customer service (42.857), followed by 21.83% that worked in the sales department. Further, 51.75% of the respondents used WhatsApp for sharing information and making communications that were related to their work. Hence, the most frequently used applications in the country were WhatsApp and Facebook.

**Table 2.** Sample demographical information

<b>Demographics</b>		<b>Size</b>	<b>Percentage %</b>
Gender	Male	241	64.959
	Female	130	35.040
Time since entering the company	< = One year	53	14.285
	Two-five years	231	62.264
	> Five years	87	23.450
Size of the company	< = 100 employees	127	34.231
	100-200 employees	166	44.743
	> = 200 employees	78	21.024
Management level	Lower level	65	17.520
	Middle level	209	56.334
	Top-level	97	26.145
Department	Production	23	6.199
	Sales	81	21.832
	Finance	29	7.816
	Marketing	33	8.894
	Customer services	159	42.857
	Human resources	46	12.398
Social media largely used	WhatsApp	192	51.752
	Facebook /Messenger	125	33.692
	Gmail Chat	46	12.398
	Other	8	2.156

#### 4.2 Measurement scale

All variables were measured with a well-developed scale. Employees' job engagement was measured by a 3-item scale adapted from a study (Saks, 2006), and organizational engagement was measured by a 4-item scale adapted to form the study of (Saks, 2006). Social media usage was assessed by a 4-item scale adapted from a study (Gonzalez et al., 2013). Organizational commitment was measured using a 4-item scale, and job satisfaction with 3-item scale for both variables adopted from a study (Moqbel, Nevo, & Kock, 2013). Turnover intention was measured by a 3-item scale adopted from a study (Boswell et al., 2012). There was a total of 21 items used to measure all the constructs of the study.

#### 4.3 Measurement model

The partial least squares method (Smart-PLS 3.0) was used to measure the reliability and validity of the respective constructs (Ringle, Wende, & Becker, 2015). The internal reliability of the

constructs was evaluated using Cronbach’s alpha and composite reliability. Studies (Cortina, 1993); (Gefen, Straub, & Boudreau, 2000; Hair, Ringle, & Sarstedt, 2013) suggest that Cronbach’s Alpha is acceptable in terms of reliability when greater than 0.7, and four ranges have been categorized (Hinton, 2014) as follows: (1) If the value is 0.9 or less, it has excellent reliability; (2) if it is between 0.7 and 0.9, it has high reliability; (3) if the value is between 0.5 to 0.7, it has moderate reliability; and (4) if it is less than 0.5, then it has low reliability. Table 3 shows that organizational commitment (0.943) has excellent reliability. The values of job engagement (0.883), job satisfaction (0.848), organizational engagement (0.888), social media (0.893), and turnover intention (0.875) fall in the range of high reliability. Further, to evaluate the convergent validity, the average variance extracted (AVE) was used. Fornell Lacker (1981) and (Bagozzi & Yi, 1988) proposed that the AVE value should be greater than 0.5, and the values of the constructs were found to satisfy this per the results displayed in Table 3. In addition, factor loadings were recommended to be greater than 0.5 (Chin, 1998) in order to indicate the reliability of the construct. Hence, all the loading values were found in the range of 0.822 to 0.929, therefore proving that all the values satisfied the rule of thumb as established by previous scholars.

The validity can be measured through the loadings. As reflected in Table 4, all loadings exceed 0.8 at  $p < 0.05$ , ensuring good validity (Hair et al., 2019). Further, this study also satisfies the discriminant validity results given in Table 3. As shown in Table 3. The square root of the AVE for each factor is larger than its corresponding correlation coefficient with other factors, thus indicating adequate discriminant validity (Fornell and Larcker, 1981).

**Table 3.** Descriptive statistics and discriminant validity

Items	CA	CR	AVE	JE	JS	OC	OE	SM	TI
JE	0.883	0.928	0.81	0.900*					
JS	0.848	0.909	0.769	0.647	0.877*				
OC	0.943	0.956	0.814	0.499	0.388	0.902*			
OE	0.888	0.923	0.749	0.837	0.667	0.478	0.865*		
SM	0.893	0.926	0.758	0.696	0.603	0.362	0.669	0.871*	
TI	0.875	0.923	0.799	0.450	0.428	0.844	0.461	0.528	0.894*

(JE) Job Engagement; (JS) Job Satisfaction; (OC) Organizational Commitment; (OE) Organizational Engagement; (SM) Usage of Social Media; and (TI) Turnover Intention.

**Note:** \*The square root of the AVE of each factor should be greater than the correlation coefficient.

**Table 4.** Cross loading

<b>Items</b>	<b>JE</b>	<b>JS</b>	<b>OC</b>	<b>OE</b>	<b>SM</b>	<b>TI</b>
JE1	<b>0.879</b>	0.65	0.439	0.754	0.611	0.394
JE2	<b>0.929</b>	0.567	0.509	0.759	0.648	0.444
JE3	<b>0.890</b>	0.531	0.398	0.746	0.62	0.375
JS1	0.607	<b>0.899</b>	0.399	0.639	0.434	0.326
JS2	0.654	<b>0.910</b>	0.375	0.644	0.541	0.377
JS3	0.429	<b>0.819</b>	0.241	0.463	0.619	0.426
OC1	0.477	0.378	<b>0.885</b>	0.468	0.369	0.792
OC2	0.461	0.371	<b>0.879</b>	0.433	0.336	0.767
OC3	0.439	0.305	<b>0.907</b>	0.376	0.287	0.753
OC4	0.406	0.335	<b>0.933</b>	0.426	0.273	0.758
OC5	0.466	0.357	<b>0.906</b>	0.449	0.365	0.734
OE1	0.747	0.617	0.366	<b>0.885</b>	0.638	0.403
OE2	0.772	0.557	0.443	<b>0.865</b>	0.558	0.381
OE3	0.725	0.573	0.451	<b>0.822</b>	0.532	0.372
OE4	0.651	0.56	0.398	<b>0.887</b>	0.587	0.438
SM1	0.601	0.552	0.352	0.547	<b>0.834</b>	0.478
SM2	0.589	0.468	0.266	0.546	<b>0.893</b>	0.454
SM3	0.675	0.6	0.369	0.679	<b>0.911</b>	0.501
SM4	0.549	0.469	0.265	0.544	<b>0.843</b>	0.399
TI1	0.371	0.38	0.642	0.395	0.488	<b>0.880</b>
TI2	0.389	0.407	0.751	0.412	0.486	<b>0.910</b>
TI3	0.438	0.362	0.847	0.427	0.447	<b>0.892</b>

**Table 5.** Path coefficients and hypothesis testing

Hypothesis	Relationship	Path Coefficient	S. D	t-value	p-value	Decision
<b>Direct</b>						
H1	SM -> JE	0.696	0.042	16.384	0.000**	Supported
H2	SM -> OE	0.669	0.038	17.799	0.000**	Supported
H3	JE -> OC	0.335	0.069	4.820	0.000**	Supported
H4	OE -> OC	0.478	0.042	11.449	0.000**	Supported
H5	OC -> JS	0.388	0.052	7.421	0.000**	Supported
H6	OC -> TI	0.799	0.023	34.291	0.000**	Supported
H7	JS -> TI	0.118	0.031	3.810	0.000**	Supported
<b>Indirect</b>						
H8	SM -> JE -> OC	0.233	0.051	4.578	0.000	Supported
H9	SM -> OE -> OC	0.133	0.052	2.534	0.012	Supported
H10	JE -> OC -> JS	0.130	0.035	3.716	0.000	Supported
H11	OE -> OC -> JS	0.077	0.034	2.294	0.022	Supported

**Note:** \*\*t-value > 2; p-value < 0.05.

Table 6 contains the values of the coefficient of determination. It shows the percentage change in the dependent variable incurred due to independent variables and is defined as the proportion defined by the independent variables. In short, it reveals how much change occurs in the dependent variable because of the independent variable. Table 6 shows two models. In path 1: R<sup>2</sup> of employees' job engagement, 0.485 has a positive coefficient, and 0.483 is the adjusted R<sup>2</sup>. In short, we can say that the 48.5% change in employees' job engagement occurs because of all the independent variables, aside from path 2, which exhibited a 15.1% change in job satisfaction. According to Hair et al., (2011), there are three values of the coefficient of determination at 0.75, 0.5, and 0.25, and are referred to as substantial, moderate, or weak. If the coefficient of determination is 0.75 or greater, it is substantial; if it is 0.25-0.75, it will be moderate; and if it is less than 0.25, it will be weak. Hence, the value found in the study as shown in the Table 6 falls in the moderate range (except for path 2).

**Table 6.** Analysis of R<sup>2</sup>

Model	Path	R <sup>2</sup>	Adjusted R <sup>2</sup>	Decision
Path-1	JE	0.485	0.483	Moderate
Path-2	JS	0.151	0.148	Weak
Path-3	OC	0.262	0.258	Moderate
Path-4	OE	0.448	0.446	Moderate
Path-5	TI	0.725	0.723	Moderate

## 5. DISCUSSION

This work intended to examine how the different drives of SM during the COVID-19 pandemic influence employees' OC, JS, and TI in Pakistan. SM usage was categorized as work-related or social-related, but mainly focused on the office-related usage of social media. The study investigated the influence on OC and employee engagement apart from the JS and TI. It was stimulating to find that SM usage positively and significantly influenced the employees' JE and OE. Further, the employees' OE positively influenced their OC, and JE positively influenced the OC. This study constructed eleven hypotheses both direct and indirect. Table 5 reflects the path coefficients, standard deviation, t-value, and p-values, and found that:

H1 was supported with a positive beta coefficient of 0.696; S. D = 0.042; t-value = 16.384; and p-value = 0.000.

H2 was supported with beta = 0.669; S. D = 0.038; t-value = 17.799; and p-value = 0.000.

H3 was supported with beta = 0.335; S. D = 0.069; t-value = 4.820; and p-value = 0.000.

H4 was supported with beta = 0.478; S. D = 0.042; t-value = 11.449; and p-value = 0.000.

H5 was supported with beta = 0.388; S. D = 0.052; t-value = 7.421; and p-value = 0.000.

H6 was supported with beta = 0.799; S. D = 0.023; t-value = 34.291; and p-value = 0.000.

H7 was supported with beta = 0.118; S. D = 0.031; t-value = 3.810; p-value = 0.000.

H8 was supported with beta = 0.233; S. D = 0.051; t-value = 4.578; and p-value = 0.000 p-value.

H9 was supported with beta = 0.133; S. D = 0.052; t-value = 2.534; and p-value = 0.012.

H10 was supported with a positive beta coefficient = 0.130; S. D = 0.035; t-value = 3.716; and p-value = 0.000.

H11 was supported with beta = 0.077; S. D = 0.034; t-value = 2.294; and p-value = 0.022.

The results of H1 & H2 support the previous scholarly work undertaken by Holland et al., (2019) which supports the positive usage of SM. Similarly, the work of Mohammed et al (2019) validates

the hypotheses H3 & H4, highlighting the importance of organizational commitment. Moreover, H5, H6 and H7 attest the works conducted by Dick et al (2019) and Zeijen et al (2018) that direct towards the significance of TI and JS. Lastly, the hypotheses H8, H9, H10 and H11 validate the works conducted by Zhang et al (2018) and Zivnuska et al (2019) through the mediation effects of JE, OE and OC.

### **5.1 Theoretical Implications**

These analyses have various theoretical offerings. First, it subsidizes the current study by clarifying the link among the distinct purposes of SM usage and its consequences. Current research has studied SM usage in firms largely from a single aspect (Jiang et al., 2016; McGrath et al., 2017; Parveen et al., 2015; Trainor, Andzulis, Rapp, & Agnihotri, 2014). There are distinctive purposes of SM usage that might lead to distinct influences on a firm's performance (Jiang et al., 2016; Parveen et al., 2015). The present work provides intuition into the conceptual model of SM in firms and found that SM usage in offices is vital for motivation. The current study also improves the knowledge on how the commitment, job satisfaction, and engagement of employees can be advanced by investigating the role of SM usage.

Second, this study subsidizes the OC theory by expounding the association between the different uses of SM within firms and job satisfaction, organizational commitment, and turnover intention. The present work examined the direct impact of SM on JS and performance (Charoensukmongkol, 2014; Leftheriotis & Giannakos, 2014). However, the impact of SM usage on OC, JS, and TI is not clear. It was noted that SM usage might subsidize employee engagement, which might advance the OC and JS, and lessen the employees' TI. This finding makes a significant contribution by improving the investigation on OC through corroborating the employees' different aims of SM usage, and are the predecessor to OC, which subsequently influence JS and TI.

### **5.2 Practical implications**

The findings of this work provide practical intuitions for the organization's executives and could assist them with SM usage in firms. As per our investigation, SM can be used for distinct purposes in firms, and such purposes are primed to different influences. Hence, when considering whether to permit or ban the use of SM in firms, executives must consider the purpose of SM usage. Moreover, the role of SM should not be overlooked as it will subsidize the extent of personnel psychological conditions such as satisfaction, engagement, and commitment. The findings of this study also prove that the use of SM during work reduces the TI through EE, OC and JS. Therefore,

acting against the use of SM would not be a wise decision from the management. In general, SM has revolutionized communication, shareable information, and established relationships, despite the intensity of SM usage having some negative side effects. However, firms need to make policies and issue regulations that control the effects of SM usage, such as “issuing regulations to define the acceptable purposes” of SM during work. The human resources departments within organizations must take care of its use from a gender viewpoint. To retain personnel, firms should provide more care to women, and greater attention should be focused on male users. This study may arouse firms’ mindfulness of SM and enable them to wisely utilize and make policies related to SM usage and organizations' performance.

## **6. CONCLUSION**

The present work has made a valuable contribution towards the usage of social media within the contemporary organizations of today under pandemic. The primary impact of social media has been accessed on engagement behaviors of employees, their organizational engagement, commitment towards organizations and their underlying job satisfactions and turnover intentions. All these relationships were positively augmented under times of COVID-19 where utilization of social media was accelerated. The study also provided valuable theoretical implications in terms of how the usage of social media reduces turnover intentions. In terms of practical implications, the organizational communication and sharable content also gets a boost through social networking channels. Overall, an effective use of digital mediums is the need of the hour and becomes the driver for enhancing company performance and work dedication.

Though the results of this research are valid, the findings should incite caution for numerous reasons. First, the sample may not include all SM users within the firms. The sample includes the firms of major cities, while minor cities are ignored. Due to cultural differences, education levels, and less technical knowledge, this study may not be generalized to global personnel. Second, this study used a field survey technique to avoid bias in the data. Though the work investigated common method bias and the findings reflected that bias was not a critical problem, upcoming scholars should use quantitative data to essentially assess employees’ usage of SM. Third, SM is broadly used in daily life for both social and work purposes, and the upcoming study can advance and categorize SM usage. Fourth, a longitudinal research design would add to the comprehensiveness and credibility of the findings. Finally, it would be significant to investigate



the influence of the SM usage using another perspective, such as an additional role of performance in the firms and employees.

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