Studying the Effects on Job Performance through Excessive Social Media Use at Work among Employees'

Noorain Mohd Nordin, Nur Liyana Athira Muhalis

Studying the effects on Job Performance through Excessive Social Media Use at Work among Employees'

Noorain Mohd Nordin
Faculty Business and Management, Universiti Teknologi MARA, Cawangan Melaka, Malaysia

Nur Liyana Athira Muhalis
Faculty Business and Management, Universiti Teknologi MARA, Cawangan Melaka, Malaysia

Abstract
This study to identify the effects on job performance through excessive social media use at work among employees in the government sectors. In this research, analyze the relationship between three factors which are information overload, communication overload, and social overload through excessive social media use. The objectives in this study which are to investigate relationship between the information overload, communication overload, and social overload through excessive social media use on the job performance, and to measure the predictor of job performance. This study is quantitative in nature and questionnaires distributed to collect information from respondents based on 100 sample size. The data obtained through questionnaires was analyzed and evaluated by statistical test correlation and regression. However, most of the results show low and moderate relationship with job performance and communication overload through excessive social media use is the factors that more influence on job performance. Finally, limitation of study is also recognized and identified after the research is done. There are recommendations to the government sector and for future research to be conducted for better understanding in future.
Keywords: Job Performance, Information Overload, Communication Overload, Social Overload, Social Media.

Introduction
Job performance was the assessment or the measurement of an employee whether it was good or else. It was depended on the employee's personality itself. Job performance can be defined as the "actions and behaviors of an individual that contribute in order to achieve the organization's

goals" (Rotundo and Sackett, 2002). It was more concern about the behavior of the individual in order to handle their work. In addition, the positive or negative attitude of the employees can be an element to recognize and evaluate their performances at the workplace. With the final outcomes, the organization can distinguish how effective and efficiency are every single of the staffs (Borman and Motowidlo, 1997).

This may be shows that job performance really made the others laid the eye on you. In order to survive and stay longer in the organizations or the companies, every employee must ensure that they had a good character and better job performance from time to time. There are a lot of other definitions for job performance such as it is an employee productivity that encompassed through values, achievements, grades and results. Plus, it also can be set as a crucial for both employers and employee's efforts and skills to make the organization's goals come true (Chen, 2014). Job performance can be separated into two which is task performance and contextual performance. But many previous studies suggested that task performance was the most important than contextual and it was called as "overall job performance" by Yang and Hwang, 2014; Chen, 2014.

Social media is a technology that facilitates people to share information and ideas and interact towards each other besides build virtual networks and communities. But then, business organizations started to take advantage by reaching out the customers through this powerful communication methods (Staff, 2018). "Innovative online tools for communication and collaboration" was the definition of the social media or Web 2.0 (JISC, 2010). There were eight tools that categorized by Nicholas and Rowlands (2011) as social media different ways such as microblogging, blogging, social networking, authoring, social tagging and bookmarking, conferencing and video sharing.

Nowadays, most of the people in communities may have at least one of social media account. These social media like Instagram, Twitter and Facebook usually allow people to share mostly of their daily activities to others with no doubt. As the example, through Instagram people could upload the pictures and videos. Not just that, they also could use the funny emoji that have been set for the application to make their photos or videos become more attractive and creative. These applications and websites may bring people more joyous and cherish. Become a prevailing tool that can help maintain the relationship even when they were further away and develop a new relationship without any gap or space were another good impact of social media existing (Elphinston and Noller, 2011). Social media has been stated as one of a life satisfaction for individual (Liu and Yu, 2013, Nabi et al., 2013).

However, it may have the cons itself. Just like in some other studies, it showed that social media could enhance a negative life satisfaction and lifestyle (Brooks, 2015, Chou and Edge, 2012). So, people must be mature and consistent when they want to have those interesting applications. This is because it could bring the users to an addiction. When the users, become more addicted it could cause them to reveal more about themselves and being dangerous for them from time

to time. They were doing not even know whether they are being on the criminals' eye or other. This was one of the unbeneficial for them. Not just effect people lifestyle and attitude, social media also could give impact to the individual's job performance. A social structure that comprised person or organizations that related to more than a relation such as grouping work can also be defined as social network (Barnes, 1954). Plus, joining yourself into an online world through social media can help a person to learn, gain knowledge after they collaborated, participated and shared the experiences among each other (Coyle and Vaughn, 2008). According to Dawley, 2009; Dougherty and Fanelli, 2008; Lai and Turban, 2008, the platforms which included creation of content, networking and sharing and collaboration to support the existing offline applications can be called as social networking sites.

This had let us to know on how excessive people use the social media accounts at the workplace during their work time. Just like the survey that have been done to 230 working professionals who use social media in organizations in China (Yu, Cao, Liu, Wang, 2018). Therefore, additional research was necessary to test the relationship of excessive use of social media and the job performance among the government's employees in Johor, Malaysia. This paper intended to fill the gap on how the job performance can be affected by the excessive use of social media at work. I applied a quantitative approach to collect the primary and secondary data to know how far this addiction may be affected to their individual's job performance.

Literature Review
Job Performance
Job performance was a very important for every organizations to measure on their employees' responsibility towards the job. By Organ (1977), job performance could narrowly define as a quality and the quantity of the task performance. While by Jex and Britt (2008), job performance could be figure out through the expected behavior and task-related aspects combination with the financial. The relationship between employees and the organizational level was the result of the job performance that begin with disciplines (Alessandri et al. 2017, p. 207). Job performance was a quality and quantity of the tasks that have been done by an individual or a group in order to achieve the objectives and goals effectively (Schermerhorn, 1989).

Job performance is the assessment or the measurement of an employee whether it is good or else. It was depended on the employee's personality itself. Job performance can be defined as the "actions and behaviors of an individual that contribute in order to achieve the organization's goals" (Rotundo and Sackett, 2002). It was more concern about the behavior of the individual in order to handle their work. In addition, the positive or negative attitude of the employees can be an element to recognize and evaluate their performances at the workplace. With the final outcomes, the organization can distinguish how effective and efficiency are every single of the staffs (Borman and Motowidlo; 1997). This may be shows that job performance really made the others laid the eye on you.

In order to survive and stay longer in the organizations or the companies, every employee must ensure that they had a good character and better job performance from time to time. There are a lot of other definitions for job performance such as it is an employee productivity that encompassed through values, achievements, grades and results. Plus, it also can be set as a crucial for both employers and employee's efforts and skills to make the organization's goals come true (Chen, 2014). Job performance can be separated into two which is task performance and contextual performance. But many previous studies suggested that task performance was the most important than contextual and it was called as "overall job performance" by Yang and Hwang, 2014; Chen, 2014. Job performance consisted of seven items according to Hawes and Kealey (1981), were assessed technical and management approach, developing working relationships and working well with local nationals, job effectiveness and where appropriate, transferring job knowledge, working at high levels despite unfamiliar constraints and technology to locals.

Information Overload through Excessive Social Media Use
Information overload may influence people to be misunderstanding the truth and keep people to justify other people more than being concern. It could be identified as a smog of data for a person (Shenk, 1997). According to Stanley & Clipsham (1997); Oppenheim (1997), information overload also called as analysis paralysis and information fatigue syndrome respectively. While, for Butcher (1998), he believed that it was about being burdened for having so much relevant and rational unsolicited information. Too large and heavy the information could give a huge distraction or noise to the receiver to process especially when they reached the overload level, it would give stress and encouraged the receiver to make errors to digest every information (Klapp, 1986).

Feather (1998) believed that when someone received too much information about a matter, then the information was no longer effective to be used in the future. While, Forskett (1990) provided a pyramid graphic illustration of the knowledge that human's minds could process the data which is a raw material to be an information. Data could be possibly overload but not the information (Meadow and Yuan, 1997). The reason they have stated were the messages keep on getting the receiver attention. From time to time, the person would feel burdened and assume that the information that received were overload, but it was exactly the information that they should receive and understood it.

Communication Overload through Excessive Social Media Use
People may use to receive information through communication. Without a communication, people may not know what is the exact intentions or information that needed them to know about it. Dawley and Anthony (2003) stated in their previous study that most of the information were sent through emails and it effected to information overload that employees needed to organize in order to get the real important messages given to them. The overload of communications from social media accounts or platforms will interrupt the focus of the

employees towards their jobs and bring them to become less productive (Karr-Wisniewski and Lu; 2010, Cho et al. 2011). Communication overload was very concerned about the increase of access and connectivity between information via information and information via communication technologies (Edmunds & Morris, 2000; Brandel, 2008).

Social media is not a simply an application. Most of the social media such as Facebook, Twitter, Instagram, and others do have comment spaces. People can communicate through this space about every post that have been uploaded. In addition, Farace et al. (1977) defined that communication overload was the rate of difficulties and complexity for a person to collect the communication points. Plus, this problem may refer as the problem of a person to absorb the information that acted as information-based knowledge for every single matter (Vollmann, 1991; Schement, 1993). Although, people tend to feel burdened and suffered due to the hardness in order to process the information and messages. People started to interact by using symbols (Gerbner, 1966) and emoticons nowadays. In other words, the period of time of a person took to process the information, the quantity of the knowledge, the difficulties to absorb the information and the way the receiver handled them with full responsibilities and desires also created communication overload (Chung and Goldhaber, 1991). In previous research, stated by C. Sean Burns Jenny Bossaller, (2012) that communication overload was the key point of information overload happened. This is because people received information through communication. In the same article, said that communication was necessary but when it became insufficient and created problems to the communication channels.

Social Overload through Excessive Social Media Use
Social presence, media richness, self-presentation and self-disclosure are the content of a theory that have been used by Kaplan and Haenlein (2010) as to classify the social media. Through social media people tend to become more extraversion and openness (Ross et al., 2009; Zywica and Danowski, 2008) and that could be one of the reasons that caused social overload. Social media was also called as social networking sites (SNS). Written by Krasnova et al, 2010; Tow et al, 2010, post private and public texts to the contacts was primarily the function of social networking sites. The number of texts received by a user in their social networking sites was increase every single day.

Social networking sites could be benefits and made the users felt pleasure when they used them and that should be the reasons for, they to keep on used the social media (Maier et al, 2012a) but developed a negative habitual pattern to the users and brought users to became addicted (Turel and Serenko, 2012). Social support theory (SST) could be beneficial for people to confront their bad events in life (Thoits, 1995), but they caused a burden to the users silently with much more requests in large network. Conflict occurred in traditional theories of social network, between nature of interactions, number of people in high density environments, controls over social interactions among people and freedom of people behaviours (Baum & Koman, 1976; Langer & Saegert, 1977).

Hence, it is not network that caused the bad perception but the experience social encounters and the exposure to much social supports. By Wiesenfeld, 1987; Evans et al, 2000, the perception of losing control over the situation, when networks asked them for more offering than they ability to accept. According to Maier et al., 2012, social media user's perception was too high for being responsible towards friends, concern their problem and to satisfy them with responses were agreeable to call as social overload. Increasing number of people living nearby, forced individuals to add their social contact which lead to stress and made people back off from social contacts (McCarthy and Saegert, 1978). In addition, the overloaded feelings came from unwanted social demands, but a person started to see his or her responsibilities to act towards the quality of others' life (Maier et al., 2012).

Based on the above studies, this study proposed that:

H1:   Information overload through excessive social media use positively effect on the job performance of employees.
H2:   Communication overload through excessive social media use positively effect on the job performance of employees.
H3:   Social overload through excessive social media use positively effect on the job performance of employees.

Research Methodology
An adapted questionnaire, with some adaptations to suit the context of the study, was used. The data were collected from the sample using the validated and reliable research instrument. After the data were collected, they analysed using correlation and multiple regression analysis. Correlation analysis was used to determine the relationship between the independent and dependent variables, while multiple linear regression analysis was used to determine the contributions of each of the significant predictors or independent variables towards the variance in the criterion or dependent variable.

The population of this study was the employees of the government organizations that exists in Johor as the respective respondents. The total population was 100 respondents were chosen

according to Sekaran and Bougie (2013). The respondents were chosen by convenience sampling technique. The questionnaire contained five sections. Section A is on demographic profile that requires respondents to provide information about age, gender, marital status and education level. Section B consists of job performance questions adapted from Janssen and Van Yperen (2004). Next, questionnaires consist of information overload and communication overload questions adapted from Karr Wisniewski and Lu (2010). The last consists of social overload questions adapted from Maier, Laumer, Eckhardt and Weitzel (2015). The data were analysed using the SPSS reliability and, the Cronbach's Alpha coefficient of reliability was derived. The reliability index Cronbach's Alpha of the instrument for job performance was 0.630 while for independent variables which consist of information overload (0.686), communication overload (0.655) and social overload (0.783).

Findings
The Respondents
A total of 100 respondents have participated in this study. Majority of them were female employees (n=63; 63%). Most of them (n=31; 31%) were 50 years old and above. The most preferred social media was WhatsApp (n=53; 53%).

Means and Pearson Correlation
The variables in this study were measured through continuous data; mean values were determined, and Pearson Correlation analysis was conducted. Specifically, the strength of correlation between pairs of variables was determined through correlation coefficient (r). The mean values of each variable and r values were summarized in Table 1. This study found that communication overload stated the highest mean (m=3.11). As for the level of job performance, the mean obtained was 3.65. In the correlation analysis, only communication overload was significantly correlated to each other and the r value (0.312) with job performance.

Table 1: Mean values and Pearson Correlation Coefficient values

	Mean	JP	IO	CO	SO
Job Performance (JP)	3.65	1			
Information Overload (IO)	2.85	0.154	1		
Communication Overload (CO)	3.11	0.312**	0.338**	1	
Social Overload (SO)	2.67	0.001	0.135	0.075	1

**. Correlation is significant at the 0.01 level (2-tailed)

Multiple Regression Analysis
In relation to the question of what the best predictor for explaining excessive social media use, a multiple regressions analysis was conducted. As depicted in Table 2, the standardized beta (β) values, the results showed that information overload (β=0.058; p-value≤0.01) and social overload

(β=0.029; p-value≤0.01) did not significant influenced job performance.   Communication overload was found to be more important that influencing the job performance (β=0.295; p-value≤0.01). Therefore, H1 and H3 were rejected. Moreover, the R²=0.10 implied that the variation in job performance (dependent variable) was explained by the information overload, communication overload and social overload (independent variables) only 10%, while other factors explained the variation as much as 90%. To conclude, communication overload is the most significant predictor variable that affected job performance with the value of Beta Coefficient (0.295) or 29.5% and significant at 0.005.

Table 2: Mean values and Pearson Correlation Coefficient values

	Standardized β	p-value
Information Overload (IO)	0.058	0.578
Communication Overload (CO)	0.295	0.005
Social Overload (SO)	0.029	0.768
F Statistic = 3.594, p-value ≤0.00		
R-square = 0.10		

Discussion
Result in the correlation showed that there was almost negligible relationship between information overload and job performance because the correlation value is 0.154 and the significant (2-tailed) is 0.578. So, the H1 cannot be accepted. In addition, Clay Shirky (2008) mentioned in a press conference that people lost their productivity were because of the failure to filter the information and not because of information abundance. Next, for communication overload showed that there was low correlation for communication overload and job performance is 0.312 with the significant value is 0.005. There was a relationship between communication overload and job performance. Therefore, the hypothesis (H2) is accepted. For the social overload, it showed that there was a negligible relationship with job performance. This is because the value of correlation is 0.001 and the significant for this variable is 0.768. Therefore, the H3 is rejected. Nucleus, 2009; O'Murchu et al., 2004; Rooksby et al., 2009; Shepherd, 2011; Wavecrest, 2006 stated in their previous study that the workers started to become less productive because they were using social networking sites at the workplace. Indeed, Nucleus, 2009, found out that worker productivity declining to 1.5% because of the full access of Facebook at the organization.

Conclusion
Throughout this research study, it was found that there was a similar and differences in the results between the present study and the past one. The different outcomes can be resulted from so many reasons. One of the most obvious reasons was the different job nature and different sector that the research study took place. For instance, past research uncovered that

there are many causes connected to the effect on job performance through excessive social media use at work among the employees.

The objective of this research was to determine the relationship of factor excessive social media use effect on the job performance. It found that communication overload by excessive social media use will show the big impact on the job performance. In order to avoid these three variables, become overload, people were encouraged to plan every single information before they delivered them to other with systematically. While, if it involves social media people can use any applications or images to make people get the message properly. Not only through calls and messages it causes a costly interaction. By using social media, people only just need internet connections and they can communicate towards each other freely anytime at anywhere.

This study contributed to both theoretical and practical aspects. Theoretically, it explores the literature by identifying the factors that influence the excessive social media use on the effect on job performance. Practically, it provided suggestion to be practiced by government and private organization in improving the employees job performance because it will affect the quality of the service of the organization.

Corresponding Author
Noorain Mohd Nordin, Universiti Teknologi Mara, Cawangan Melaka, Malaysia
Email: noorainnordin@uitm.edu.my

References
Alessandri, G., Borgogni, L., and Latham, G. P. (2017), "A dynamic model of the longitudinal relationship between job satisfaction and supervisor-rated job performance", Applied Psychology, Vol. 66, No. 2, pp. 207-232.
Barnes, J. A. (1954), "Class and committees in a Norwegian Island Parish", Human Relations, Vol. 7 No. 1, pp. 39-58.
Baum, A., and Koman, S. (1976) Differential response to anticipated crowding: psychological effects of social and spatial density. Journal of Personality and Social Psychology 34(3), 526–536.
Borman, W. C., and Motowidlo, S. J. (1997), "Task performance and contextual performance: the meaning for personnel selection research", Human Performance, Vol. 10 No. 2, pp. 99-109.
Brandel, M. (2008). Information overload: Is it time to go on a data diet? Computer World, August 25, 1923.

Brooks, S. (2015), "Does personal social media usage affect efficiency and well-being?", Computers in Human Behavior, Vol. 46, pp. 26-37.

Butcher, H. (1998). In Meeting managers' information needs (p. 53). London: Aslib.

Chen, C. F. (2014), "The influences of university interns' job characteristics, work value, and job performance", Revista de Cercetare si Interventie Sociala, Vol. 47 No. 1.

Cho, J., Ramgolam, D. I., Schaefer, K. M., and Sandlin, A. N. (2011), "The rate and delay in overload: an investigation of communication overload and channel synchronicity on identification and job satisfaction", Journal of Applied Communication Research, Vol. 39 No. 1, pp. 38-54.

Chou, H. G., and Edge, N. (2012), ""They Are Happier and Having Better Lives than I Am": The Impact of Using Facebook on Perceptions of Others' Lives", Cyberpsychology, Behavior, and Social   Networking, Vol. 15 No. 2, pp. 117-121.

Chung, C. J., & Goldhaber, G. (1991, May). Measuring communication load: A three- dimensional instrument. Paper presented at the meeting of the International Communication Association, Chicago.

Coyle, C. L., and Vaughn, H. (2008), "Social networking: communication revolution or evolution?", Bell Labs Technical Journal, Vol. 13 No. 2, pp. 13-17

Burns, C. S., Bossaller, J. (2012) "Communication overload: a phenomenological inquiry into academic reference librarianship", Journal of Documentation, Vol. 68 Issue: 5, pp.597-617, https://doi.org/10.1108/00220411211255996

Dawley, D. D., and Anthony, W. P. (2003), "Users perceptions of e-mail at work", Journal of Business and   Technical Communication, Vol. 17 No. 2, pp. 170-200.

Dawley, L. (2009), "Social network knowledge construction: emerging virtual world pedagogy", On the Horizon, Vol. 17 No. 2, pp. 109-121

Dougherty, H., and Fanelli, M. (2008), "Hitwise US social networking report: driving opportunities through participatory marketing", available at http://robertoigarza.files.wordpress.com/2008/10/rep-us-social-networking-hitwise-2008.

Edmunds, A., & Morris, A. (2000). The problem of information overload in business organizations: A review on the literature. International Journal of Information Management, 20, 1728.

Elphinston, R. A. and Noller, P. (2011), "Time to Face It! Facebook Intrusion and the Implications for Romantic Jealousy and Relationship Satisfaction", Cyberpsychology, Behavior, and Social Networking, Vol. 14 No. 11, pp. 631-635.

Evans, G., Rhee, E., Forbes, C., Allen, K. M. (2000). The meaning and efficacy of social withdrawal as a   strategy for coping with chronic residential crowding. Journal of Environmental Psychology 20(4), 335–342.

Farace, R. V., Monge, P. R., & Russell, H. M. (1977). Communicating and organizing. Reading, MA:Addison-   Wesley Publishing.

Foskett, D. J. (1990). The communication chain. In The information environment: A world view. FID.

Gerbner, G. (1966). On defining communication: Still another view. Journal of Communication, 16, 99103.

Hawes, F., & Kealey, D. J. (1981). An empirical study of Canadian technical assistance: Adaptation and effectiveness on overseas assignment. International Journal of Intercultural Relations, 5, 239– 258.

JISC. (2010), "Activities by topic: Web 2.0", available at: www.jisc.ac.uk/whatwedo/topics/web2.aspx (accessed 22 March 2012)

Kaplan, A., & Haenlein, M. (2010). Users of the world, unite! The challenges and opportunities of social media. Business Horizons, 53, 59–68.

Karr-Wisniewski, P. and Lu, Y. (2010), "When more is too much: operationalizing technology overload and exploring its impact on knowledge worker productivity", Computers in Human Behavior, Vol. 26 No. 5, pp. 1061-1072.

Klapp, O. E. (1986). In Overload and boredom: Essays on the quality of life in the information society (pp. 98}99). Connecticut: Greenwood Press.

Krasnova, H., Spiekermann, S., Koroleva, K., and Hildebrand, T. (2010) Online social networks: why we disclose. Journal of Information Technology 25(2), 109–125.

Lai, L. S. L., and Turban, E. (2008), "Groups formation and operations in the Web 2.0 environment and social networks", Group Decision and Negotiation, Vol. 17 No. 5, pp. 387-402.

Langer, E. J., and Saegert, S. (1977) Crowding and cognitive control. Journal of Personality and Social Psychology 35(3), 175–182.

Yu, L., Cao, X., Liu, Z., & Wang, J. (2018) "Excessive social media use at work: Exploring the effects of social media overload on job performance", Information Technology & People, https://doi.org/10.1108/ITP-10-2016-0237

Liu, C., and Yu, C. (2013), "Can Facebook Use Induce Well-Being?", Cyberpsychology, Behavior, and Social Networking, Vol. 16 No. 9, pp. 674-678.

Maier, C., Laumer, S., Eckhardt, A., and Weitzel, T. (2012a) Online social networks as a source and symbol of stress: an empirical analysis. Proceedings of the 33rd International Conference on Information Systems (ICIS), Orlando, FL.

Maier, C., Laumer, S., Eckhardt, A. and Weitzel, T. (2012), "When social networking turns to social overload: explaining the stress, emotional exhaustion, and quitting behavior from social network sites' users", ECIS 2012 Proceedings, Barcelona.

Maier, C., Laumer, S., Eckhardt, A. and Weitzel, T. (2015), "Giving too much social support: social overload on social networking sites", European Journal of Information Systems, Vol. 24 No. 5, pp. 447-446

Maier, C., Laumer, S., Weinert, C. and Weitzel, T. (2015), "The effects of technostress and switching stress on discontinued use of social networking services: a study of Facebook use", Information Systems Journal, Vol. 25 No. 3, pp. 275-308.

McCarthy, D. and Saegert, S. (1978), "Residential density, social overload, and social withdrawal", Human Ecology, Vol. 6 No. 3, pp. 253-272.

Meadow, C. T., & Yuan, W. (1997). Measuring the impact of information: Defining the concepts. Information Processing and Management, 33(6), 701}702.

Nicholas, D., and Rowlands, I. (2011), "Social media use in the research workflow", Information Services and Use, Vol. 31 Nos 1-2, pp. 61-83.

Nucleus. (2009), Facebook: Measuring the Cost to Business of Social Networking, Nucleus Research Inc, Boston, MA.

O'Murchu, I., Breslin, J. G., & Decker, S. (2004), Online Social and Business Networking Communities, Digital Enterprise Research Institute, Galway.

Oppenheim, C. (1997) Managers' use and handling of information. International Journal of Information Management, 17(4), 239-248.

Organ, D. W. (1977), "A Reappraisal and reinterpretation of the satisfaction-causes- performance hypothesis", Academy of Management Review, Vol. 2 No. 1, pp. 46-53.

Rooksby, J., Baxter, G., Cliff, D., Greenwood, D., Harvey, N., Kahn, A., Keen, J. and Sommerville, I. (2009), Social Networking and the Workplace, The UK Large Scale Complex IT Systems Initiative, St Andrews.

Ross, C., Orr, E. S., Sisic, M., Arseneault, J. M., Simmering, M. G., & Orr, R. R. (2009). Personality and motivations associated with Facebook use. Computers in Human Behavior, 25(2), 578–586.

Rotundo, M., and Sackett, P. R. (2002), "The relative importance of task, citizenship, and counterproductive performance to global aspects of job performance: a policy- capturing approach", Journal of Applied Psychology, Vol. 87 No. 1, pp. 66-80.

Schement, J. R. (1993). Communication and information. In J.R. Schement & B. Ruben (Eds.), Information and behavior (vol. 4, pp. 333). New Brunswick, NJ: Transaction Books.

Schermerhorn, J. R. (1989). Management for Productivity, John Wiley & Sons, New York.

Shenk, D. (1997). In Data smog: Surviving the information glut (p. 31). London: Abacus.

Shepherd, C. (2011), "Does social media have a place in workplace learning?", Strategic Direction, Vol. 27 No. 2, pp. 3-4.

Sekaran, U., & Bougie, R. (2013). Research methods for business: A skill-building approach (6th ed.). Chichester, West Sussex: Wiley.

Staff, I. (2018). Social Media. Retrieved from https://www.investopedia.com/terms/s/social-media.asp

Stanley, A. J., & Clipsham, P. S. (1997). Information overload - myth or reality? IEE Colloquium Digest No. 97/340, London (pp. 1}4).

Thoits, P. (1995) Stress, coping, and social support processes: where are we? what next? Journal of Health and Social Behavior 35: 53–79.

Tow, W., Dell, P., and Venable, J. (2010) Understanding information disclosure behaviour in Australian Facebook users. Journal of Information Technology 25(2), 126–136.

Turel, O., & Serenkom, A. (2012) The benefits and dangers of enjoyment with social networking websites. European Journal of Information Systems 21(5), 512–528.

Vollmann, T. E. (1991). Cutting the Gordian knot of misguided performance measurement. Industrial Management & Data Systems, 1, 2426.

Wavecrest. (2006), Social Networking or Social Not-Working, Wavecrest Computing, Melbourne, FL.

Wiesenfeld, E. (1987) Residential density, locus of control, and crowding perception in popular housing projects. Journal of Environmental Psychology 7(2), 143–158.

Yang, C. L. and Hwang, M. (2014), "Personality traits and simultaneous reciprocal influences between job performance and job satisfaction", Chinese Management Studies, Vol. 81, pp. 6-26.

Zywica, J., & Danowski, J. (2008). The faces of Facebookers: Investigating social enhancement and social compensation hypotheses; predicting Facebook™ and offline popularity from sociability and self-esteem, and mapping the meanings of popularity with semantic networks. Journal of Computer-Mediated Communication, 14(1), 1–34