

# ***The Impact of Social Media Use on Employee Well-being and Innovative Performance***

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**Abstract:** Internet growth has facilitated social media adoption. Employee interpersonal communication is digitizing. The integration of social media has allowed employees to access work-related material without restrictions, boosting productivity and teamwork. It has also made it harder to divide work from personal life. This study uses information visibility theory to evaluate how social media affects employee well-being and innovation. It examines how social media affects these outcomes in two dimensions: sharing approval and message accessibility. In addition, the study examines employees' segmentation preference, which moderates the association between social media and well-being/innovative performance by separating work and personal life. A questionnaire survey collected 201 responses for the study. The study found that sharing approval and messaging accessibility improved employee well-being and inventiveness. This study also found that segmentation preference amplifies the impact of communication accessibility on employee well-being. It also reduces the pleasant benefit of mutual approval. The research findings add to the literature on information visibility and social media, as well as provide professional guidelines for using social media.

**Keywords:** information visibility, innovative performance, segmentation preferences, employee well-being

## **1. Introduction**

Social media platforms have evolved beyond personal satisfaction and social connection. Instead, they have gradually changed intra-organizational communication. Leonardi's communication visibility hypothesis explored how social media use in the workplace affects employee productivity [1]. This theory suggests that social media platforms can increase network and information transparency, making network communication more visible. Increased transparency can promote knowledge exchange and work performance. Stohl et al. present an information availability-based theoretical framework. This framework examines sharing approval, message accessibility, and information visibility [2]. The hypothesis states that social media centralizes resource management in a company. Sharing information and knowledge on social media helps employees use current resources and reduces information acquisition expenses. The result is increased employee productivity.

Currently, the predominant focus of scholarly study and literature lies in examining the effects of social media use on employee job performance, whereas comparatively less attention has been given to investigating its influence on employee innovative performance. In the present setting, this study primarily employs three methodologies: literature review, questionnaire survey, and statistical analysis. The research focus encompasses the following areas: The first component of information transparency in communication visibility theory is employed to conceptualize the potential effects of utilizing work-related social media platforms on employees' overall work performance. This study integrates information visibility theory to propose the influence of shared approval and information accessibility on inventive performance and employee well-being. Furthermore, drawing upon boundary theory, this research employs the concept of segmentation preference to examine the effects of social media utilization on employees' work and personal domains. Additionally, it investigates the interplay between information visibility and its impact on employees' well-being and productivity. This investigation holds substantial importance in elucidating the underlying mechanisms through which work-related social media usage influences individuals. Moreover, it contributes to the broader understanding of the cross-domain ramifications of such usage.

## 2. Research Model and Hypotheses

Combining the theory of information visibility and the theory of employee segmentation preference, this paper constructs a research model such as Figure 1 and make the following assumptions (figure 1).

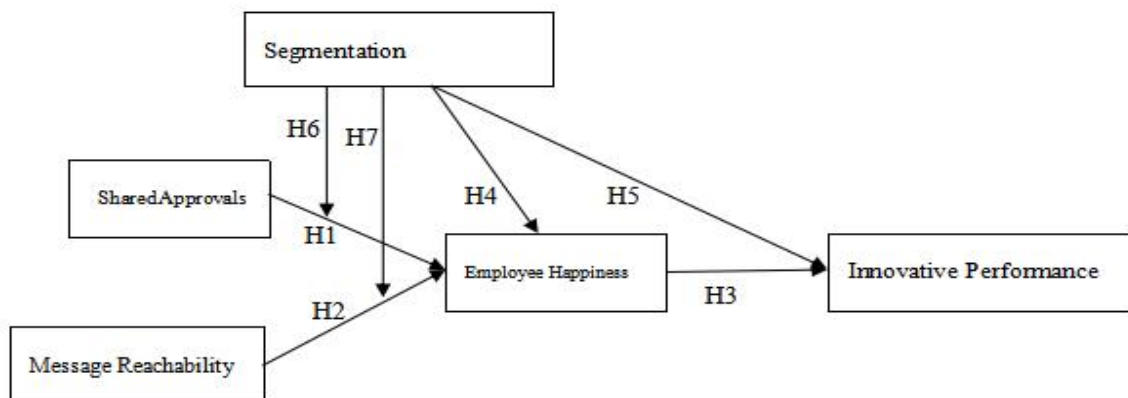


Figure 1: Research models.

According to previous research [3-5], the paper provides seven hypotheses, the first one is that shared approvals have a positive impact on employee happiness. The second one is that access to information has a positive impact on employee well-being. The third one is that employee well-being has a positive impact on employee innovative performance. The fourth one, segmentation preferences have a positive impact on employee well-being; The fifth one, segmentation preference has a positive impact on employee innovative performance; The sixth one, segmentation preferences cut the effect of shared approvals on employee well-being; and the last one is that segmentation preferences enhance the effect of message accessibility on employee well-being.

### 3. Research Methodology

In this research, data was gathered through the utilization of questionnaire surveys and the online dissemination of questionnaires. The implementation process can be outlined as follows: Initially, a pre-survey is administered. Request the participation of individuals in completing the questionnaire, and make necessary adjustments to the questionnaire items based on the outcomes of preliminary sample completion and the comments received from survey participants. This will guarantee that the substance of the questionnaire items is comprehensible to the survey respondents. Furthermore, a formal questionnaire is disseminated. In this survey, a total of 220 questionnaires were disseminated, resulting in the acquisition of 201 valid questionnaires. The effective recovery rate was calculated to be 91.36%. This study used measurement scales produced by recognized scholars domestically and abroad. Relevant domestic and international research has extensively used these scales. This study used variable definitions and measuring items from relevant research [6]. The week-long survey received 201 valid responses. Previous studies described survey respondents' descriptive statistics [6]. This study used continuous integration to encode respondents' descriptive statistical characteristics before data analysis to expedite the procedure. Age, length of work, and job title were encoded in parenthesis in this investigation. Industry and gender were represented by dummy variables.

### 4. Data Analysis and Results

The paper used SPSS Statistics 23 and Smart PLS 3.0 to assess data.

#### 4.1 Instrument Validation

Table 1: Exploratory factor analysis results.

|       | INP   | BUT   | HIS   | SP    | WB    |
|-------|-------|-------|-------|-------|-------|
| INP 1 | 0.908 | 0.418 | 0.448 | 0.262 | 0.518 |
| INP 2 | 0.936 | 0.428 | 0.394 | 0.250 | 0.525 |
| INP3  | 0.884 | 0.457 | 0.538 | 0.311 | 0.486 |
| INP4  | 0.886 | 0.458 | 0.420 | 0.247 | 0.490 |
| MA1   | 0.416 | 0.858 | 0.406 | 0.242 | 0.295 |
| MA2   | 0.463 | 0.910 | 0.439 | 0.200 | 0.377 |
| MA3   | 0.422 | 0.905 | 0.449 | 0.287 | 0.357 |
| SA1   | 0.358 | 0.406 | 0.823 | 0.165 | 0.348 |
| SA2   | 0.439 | 0.426 | 0.898 | 0.167 | 0.378 |
| SA3   | 0.463 | 0.420 | 0.867 | 0.200 | 0.399 |
| SA4   | 0.444 | 0.416 | 0.852 | 0.126 | 0.368 |
| SP1   | 0.246 | 0.300 | 0.092 | 0.855 | 0.172 |
| SP2   | 0.283 | 0.203 | 0.250 | 0.876 | 0.193 |
| SP3   | 0.218 | 0.187 | 0.132 | 0.822 | 0.106 |

Table 1: (continued).

|     |       |       |       |       |       |
|-----|-------|-------|-------|-------|-------|
| WB1 | 0.513 | 0.362 | 0.430 | 0.182 | 0.964 |
| WB2 | 0.555 | 0.448 | 0.471 | 0.208 | 0.962 |
| WB3 | 0.522 | 0.279 | 0.325 | 0.146 | 0.924 |

Table 1 presents the results of the exploratory factor analysis. The present investigation revealed five components that exhibited feature values exceeding 1.0. When conducting a comparison of various components, it was seen that all items exhibited the largest number of loads inside their respective structures, hence confirming the presence of convergence validity. To summarize, the six factors identified in this study account for 80.24% of the overall variance seen in the sample data.

#### 4.2 Validity Test and Correlation Analysis

In order to assess the convergent validity of the five measurement variables, namely shared approbation, message accessibility, staff satisfaction, segmentation preference, and inventive performance, the statistical software Smart PLS 3.0 was employed to conduct a confirmatory factor analysis. The assessment of convergence validity involved the utilization of three metrics, namely Cronbach's  $\alpha$  (CA), composite reliability (CR), and mean variance extraction (AVE). Based on the findings of the analysis, it can be observed that the values of CA and CR exceeded the threshold of 0.7, while the value of AVE beyond the threshold of 0.5. These results suggest that the examined construct exhibits favorable convergence validity. This research aims to assess the discriminant validity through the evaluation of the index-factor load and average variance extracted (AVE) via interstructure correlation. The findings indicate that all correlation coefficients observed in the study are below 0.7. Additionally, the square root of the average variance extracted (AVE) for each variable, shown by the diagonal terms, surpasses the correlation coefficient between variables, as indicated by the non-diagonal terms. Furthermore, it can be shown that the variance inflation factor (VIF) is below the established threshold of 10, suggesting the absence of multicollinearity in the model.

#### 4.3 Hypothesis Testing

Smart PLS 3.0 was used to evaluate control and control variable assumptions in this study. Table 7 shows model path coefficients and interpreted standard deviations. Operations are described as follows: Model 1 is created to determine principal effect statistical significance. Model 2 also included segmentation preference to examine its effects on staff satisfaction and innovative performance. The results show that segmentation choices affect employee satisfaction and inventiveness. Model 3 is the climax of the research since it considers how shared approbation and message accessibility affect interactivity. Additionally, this model measures the path coefficient of the regulating variable within the framework. According to the findings, segmentation preference negatively impacts shared approbation and creative performance. The influence of information accessibility on employee well-being is increased.

Table 2: Hypothesis test.

| DV=WB | DV=INP |
|-------|--------|
|-------|--------|

Table 2: (continued).

|                    | Model 1            | Model 2            | Model 1              | Model 2              | Model 3              |
|--------------------|--------------------|--------------------|----------------------|----------------------|----------------------|
| BUT                |                    | 0.260(0.085)       |                      | 0.110(0.046)**       | 0.125(0.052)**       |
| HIS                |                    | 0.292(0.086)       |                      | 0.162(0.051)**<br>*  | 0.142(0.048)**       |
| SP                 |                    | 0.038(0.064)       |                      | 0.036(0.036)**       | 0.055(0.035)*        |
| WB                 |                    |                    |                      | 0.511(0.066)*        | 0.511(0.067)**<br>*  |
| SP*MA              |                    |                    |                      |                      | 0.126(0.045)**       |
| SP*SA              |                    |                    |                      |                      | -0.077(0.054)*<br>*  |
| age                | -0.019(0.106)      | -0.011(0.108)      | 0.112(0.092)         | 0.152(0.091)*        | 0.152(0.091)*        |
| man                | -0.139(0.068)      | -0.135(0.067)<br>* | -0.003(0.065)        | 0.011(0.062)         | 0.011(0.061)         |
| Transportation     | 0.055(0.066)       | 0.048(0.072)       | 0.065(0.083)         | 0.030(0.084)         | 0.030(0.078)         |
| Medical industry   | -0.139(0.070)<br>* | -0.136(0.068)<br>* | -0.001(0.059)        | 0.008(0.062)         | 0.008(0.059)         |
| services           | 0.026(0.068)       | 0.022(0.067)       | 0.124(0.058)*        | 0.101(0.062)         | 0.101(0.060)*        |
| Finance            | 0.009(0.040)       | 0.007(0.038)       | 0.087(0.049)*        | 0.074(0.046)         | 0.074(0.042)*        |
| Working hours      | 0.148(0.097)<br>*  | 0.143(0.101)<br>*  | -0.217(0.091)*<br>*  | -0.232(0.090)*<br>*  | -0.232(0.088)*<br>*  |
| Ordinary employees | -0.023(0.088)      | -0.027(0.088)      | -0.223(0.062)*<br>** | -0.232(0.061)*<br>** | -0.232(0.063)*<br>** |
| manger             | -0.184(0.090)      | -0.181(0.096)<br>* | -0.110(0.075)        | -0.102(0.071)        | -0.102(0.070)        |
| R2                 | 0.295              | 0.296              | 0.376                | 0.408                | 0.408                |
| DR2                |                    | 0.044              |                      | 0.034                | 0.034                |

\*: \*  $p < 0.05$ , \*\* $p < 0.01$ , \*\*\*  $p < 0.001$ .

Based on the findings, the individual measurement indicators successfully met the criteria for statistical significance at a significance level of  $P < 0.1$ . Consequently, all of the hypotheses were corroborated. One notable finding is that there exists a negative correlation between the duration of working hours and employees' innovative performance. Additionally, it is evident that as employees' years of service increase, their excitement and motivation towards innovation tend to decline.

## 5. Discussion and Implications

The well-being of employees can affect their innovative performance when they use social media at work. Information exposure allows social media platforms to encourage content sharing, user acceptance or endorsement, and message dissemination to a wide audience. Visibility helps employees understand interpersonal linkages and knowledge distribution throughout an organisation. This makes it easy for employees to access the information they need, reducing costs. In contrast, shared permissions ensure that employees have adequate knowledge, allowing them to improve their inventive performance by constantly learning new things. Social media use at work is moderated by employees' tendency to separate their personal and professional lives. Social media networks store and display work-related information during non-working hours regardless of segmentation. When employees return to work, they can review teammates' messages for resources. This eases employee concerns about losing work-related data outside of business hours. This study analyses social media sharing approval and message accessibility. It increases organisations' and people's social media understanding and enriches literature and philosophy. This research affects organisational success theoretically and practically. This study recommends individual and organisational enlightenment-based work-related social media management solutions for rational use and risk mitigation. Corporate managers can enable employee self-expression first. Support and trust from coworkers and superiors can help employees achieve their goals and be happier. Exposure to new and familiar knowledge may inspire people to innovate and perform better. Organisations can also explicitly identify working and non-working hours to reduce work-related information outside of work hours. Employees must also manage role transition stress and define segmentation preferences.

## 6. Conclusion

More employees are using social media for work-related communication as it becomes more mainstream. This study examines how social media use affects employee creativity in the workplace. This study also incorporates split preferences into the research paradigm to examine how employees moderate social media use in professional and home settings. This study followed empirical research guidelines and produced the expected results. Nonetheless, this study has a number of limitations, the majority of which relate to the sample size. The questionnaire respondents in this article rely primarily on family and friends in their social circles, limiting their networking possibilities. However, a larger data sample in future studies may strengthen the conclusions. Scale design flaws exist for the variables in consideration. This study used the mature scale used by international scholars for most variable questions in its questionnaire design. This adaption tried to match the questionnaire to home work as much as feasible. However, changing parts of the scale may affect research results. In conclusion, current research focuses on the theoretical significance and practical value of two areas: employees' segmentation preferences' moderating effect on social media use in work and personal life, and enterprise managers' impact on employees' innovative performance. Future studies should examine how social media use promotes and inhibits collaboration. This approach would improve study comprehensiveness.

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