Impact of Social Media at Work-place on Employee's Performance with

Moderating role of Employee Stress, in Telecom sector of Pakistan

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DEDICATION

I dedicate this humble effort especially to my beloved and respectable parents and siblings whose love and guidance enables me to accomplish the task of research and whose well wishes have always been a source of my success.

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Author's Declaration

I, Mehrin Jannat, hereby state that our research titled "Impact of social media at workplace on employee's performance with moderating role of employee stress, in telecom sector of Pakistan" is our own work and has not been previously submitted by us for taking any form of credit; partial or full, for the award of any degree from this University, or any other academic institution in the world. If the said statement is found to be incorrect at any time, even at or after our graduation, the University has the right to revoke our Masters degrees.

Abstract

Current research work is done by aiming at investigating all negative consequences of using different tools and software which are related to the usage of social media at work on the performance of employees in the context of exhaustion that is created due to overuse of social media. The Telecom sector of Pakistan is chosen for examining these negative effects. Three different overloads i.e. social overload, communication overload, and information overload are used to know the mechanism of negative consequences of social media during working hours. Exhaustion is taken as an effecting factor because it is related to the behavior of a person and the performance of a person is related to behavior. Individual who is exposed to exhaustion are also exposed to anxiety and stress. In a state of anxiety and stress, a person cannot perform well. Previously fewer studies are made on defining a mechanism by which social media usage results negatively on the outcomes of the employees. Results indicate that when there is an increased use of social media usage on the workplace then it means that there is a decrease in employee performance. according to the Regress and correlation analysis, there is a 72% decrease in employee performance when social media usage is there. Current study will be helpful to understand the mechanism of exhaustion which is created by extreme usage of different kinds of social media and it can also be used for making some practical implications by organizations and employees too to improve the performance.

Key words: Social media, Social Media Usage, Employee Performance, employee stress, employee   exhaustio

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Chapter 1: Introduction

1.1 Background of the study

In this section different aspects of employee performance are discussed i.e. defining employee performance, different factors that affects performance of employee, how organizations tries to engage employee, what are different researches about the performance of an employee, internal and external factors that have impact of performance of an employee. An employee is an asset of an organization. Employees always have many expectations from the organization. But at the same time organizations also have some expectations from the employees. Quality of work of an employee is said to be its job performance (Caillier, 2010). Job performance is always of central importance for any organization in industrial / organizational sectors (Manzoor, 2019). Ability of an employee to understand the awarded tasks, meeting the expectations of the organization for outcomes and attaining the said targets are linked with employee's performance). Performance is affected by a number of factors (both external factors and internal factors). Level of knowledge, behavior and skills are examples of internal factors while working environment, organizational structure, flexibility in tasks or working hours and given incentives are some examples of the external factors.

The performance of the employee is the most important aspect that's should be considered at topmost priority when talking about the internal marketing of the organization. Reaching performance of the highest level is more challenging for the company to deal with. For any business employee performance is the key to success, every employee's goal is to work towards the achievement of goals under the mission and vision. The employee performanceis managed by the business itself as they are the ones who are keeping the employee motivated and polish its skills in the achievement of the goals. In today's world, employee performance is looked at as a participative system. It is the ongoing cycle that is monitored on every step in the organization there is a proper plan, action, and development phase which is to be followed to maintain the performance. Performance management is the critical aspect of the company. To measure employee performance, the proper Performance Management System is made under the

supervision of human resource management to look after the performance of the employee. The performance management system helps the organization to plan measure and control the performance of employee so that there is proper alignment in strategies and performance and by doing this desired result can be achieved (Bento, 2006).Human Resource is the most important function as it has the role of controlling all the activities in the organization, all the organization who are working properly following all the procedures will make the effort to make the performance better with the help of human resource department (Tripathi, 2009). Good employee performance will be achieved if the organization know which factors should be kept in mind to make the performance better, A good working environment will make the employee motivated and make them work above the average, this will increase the motivation among employees to work harder, a good working environment will provide the motivation to the employer to work harder and this will leads in improvement of employee performance., and good communication between the employer and employee is key to the success of good performance and organization. Many factors make the employee's performance better , the environment in which he is working plays a big role in this, fresh mind leads to the creative ideas and productivity and good communication is top of that as when the employee knows what he is doing. Updated performance management system is step to the success of employees as well as the organization. Reward systems in an organization are used for a variety of reasons, such as retention, commitment, job performance, job satisfaction, motivation, job security, and many more. Performance is the link between reward and training. If any employee lags the performance, then he/she will be given training and if the employee performs well he/she gets the reward. The effectiveness of the performance depends on the stronger Performance management system system. If the system is working well the outcome will be in the form of innovation, creativity, etc. Human is the main asset of the organization and if they are measured not correctly then it is a problematic situation for the organization, the goal is directly related to employee performance, if the system cannot see the problem at an early stage, then it is not easy for the company to deal with the loss. Employee performance can be made better with the help of HRM. The HRM practice which is performance management solves the issue. The eye on employee performance is put on by the HR specialists. Through performance appraisal employee performance is being measured and evaluated and accordingly, rewards and compensation are given.

1.2 Telecommunication Industry

Out of the fast growing sectors of Pakistan is Telecom sector. It has a key importance in economy of Pakistan. Number of cellular users has crossed 100 million in 2021 (PTA report 2021). Number of employees has grown more than 1.40 million in the sector. Policy of mobile cellular network was produced by Govt. of Pakistan on 28th Jan 2021 with a vision of

- Providing better services to the customers with the increased number of choices
- To create a competitive environment among the service providers to facilitate customers and Govt. itself too.
- To bring foreign investment in the sector

Pakistan Telecommunication Authority(PTA) is the main head to control all fixed line and cellular services providers in the country. According to Section 4(e) PTA is required to "promote the availability of wide range of high quality, efficient, effective and competitive telecommunicationservices throughout Pakistan".

Favorable polices, independence in polices of investment and fair competition are some the reasons of rapid progress of Telecom sector of Pakistan (Bluechip magazine, 2014). According to the Business Monitor International period during the period of 2005 to 2008, Pakistan was among the countries in the world with most growth in telecom sector. Telecom sector has provided both economic and social advantages to the country. The mobile phone users has been increased up to 140 million during the last 10 years. Growth is insane as compared to the number users in 2003 i.e. 0.3 million and 34 million in 2006 (Telecom Indicators, 2014). A major portion of GST is collected via telecom industry in the country. Due to the easiness of approaching to internet and social networks people have started spending more time on internet an also amplified the practice of social media to a wide level especially at offices. Thus the increased use of social networking eventually results in stressful environment and this stress is unintentional. Employee can bring their personal issues or activities to the work place and that will lead to the

work and life conflict and it will be a cause of exhaustion (Clark, 2017). Past researches has suggested that the excessive use of social media leads to wastage of time and decease in mind work thus result in low productivity (Kamal, 2020). Moreover, the more use of technology/internet can lead to health problems like body fatigue, sleeplessness etc (Luqman, 2020).Employees who are used to of excessive social media mostly face the problems like bad attitude due to time wastage and low productivity which leads to their anxiety especially when there is a pressure from higher authorities (Abrar-ul-Hassan, 2022).All these feeling which are caused by social media result in techno stress which lead to the decrease in performance, and it as whole effect the performance of the employee to greater extent (Shi, 2020). So here it can be said that the disproportionate usage of social media at workplace has become a problem for organizations and this creates a negative environment which is not good for the company as well as the organization and that's why it should be addressed properly to maintain organizational performance in future (Yu, 2018). In general, the term techno stress is created by the stressors which effects the individual psychologically via different types of overloads (Shi, 2020).

1.3 Problem statement

This study attempts to find out what is the Impact of social media usage on employee performance the workplace in telecommunication industry of Pakistan. Every employee has their own set of beliefs, norms, and opinions followed by some event or experience (Louati, 2021). In the same way, this study will find out the role of social media on employee performance with the moderating effect of stress. Every organization invest in employees. But due to some events or unintentionally they getdistracted from such things, which negatively impacts their productivity. In the last couple of decades, technological growth has touched the sky. With this growth, social media has grown and penetrated in lives of people. The availability of the internet anywhere and anytime has madethe use of social media more accessible for everyone. but social media has put some effect on employee lives as well. Due to this, job responsibilities have been ignored to a greater extent. This study will help to find out the use of social media which includes social networking websites, blogs, and all other platforms on the performance of employees. In what way does social media effects, the performance of employees?

1.4 Research Gap

There are many published papers regarding this topic concept, but those papers are in foreign countries populations. There is no proper paper that has the same topic as this paper. Even in Pakistan, there is no proper study has been done on this topic, especially in the Telecommunication sector. Many types of research have been done in past, based on emotional intelligence, Job description, the effect of leadership, efficiency, and effectiveness of an employee. The use of social media is only linked with emotional intelligence and stress only. The problem of excessive use of social media workplace has not been addressed properly in previous research. The research Gap is that the study done in 2022 the study highlighted the level of disturbance created by the use of social media but it didn't highlight what sort of disturbance is created in employee mind and didn't fill the gap of how much employee performance is affected (Sivapatham, 2022). Another study is not done in Pakistan which is a Gap itself as it is done in a foreign environment/culture and Pakistan's environment and culture are different so as the perceptive of employees (Louati, 2021). Secondly there is no proper research that has been done on the telecom sector in Pakistan which tells what will be the impact of social media usage on employee performance with the moderating role of Employee stress. Can also act as gap here. So this study aimed to provide the depth-knowledge regarding the employee performance. Theoretically the current research paper will contribute in better understanding of the effect of social media usage on the employee performance when Employee stress act as a moderator. Telecom sector is one the most important sectors of Pakistan with a huge number of employees but very less work is done on this sector especially on the productivity of personnel. Present research work will directly measure the impacts of social media usage on employee productivity.

1.5 Research Contribution

This study will contribute in different areas, some are mentioned below;

- ➢ First ,the study extends the limited research done on this topic in Pakistan

- ➢ Second there is a moderating variable Employee stress between , social Media usage and Employee Performance , thus explaining the mechanism through which how social Media usage influence the Performance of employee.

- ➢ Third, this research will also contribute in understanding the role of stress in employee performance.

- ➢ Fourth, this study will also act as the academic theory as this will help the students/researchers to understand the knowledge with a certain set of boundaries or limits just by looking at the theoretical framework researcher can get understand the required problem

1.6 Objectives of the Research

The objective for this paper is;

- ➢ To investigate the impact of excessive use of social media on the performance of the employees.

- ➢ To investigate the impact of overloads i.e. information, social andcommunication overload on the performance of the employee.

- ➢ To investigate the impact of exhaustion on the performance of the employees.

1.7 Research Questions

With the Moderating effect of Employee stress what is the impact of social Media usage on Employee performance in Telecommunication sector?

Through this research paper, the reader will be able to find

- ➢ What is the effect of excessive use of social media on employee performance?
- ➢ Does social media usage put an impact on employee performance with the effect of stress?

1.8 Scope of the study

In this study, the moderating effect of employee stress on employee performance will be studied. This study will help the researcher and many organizations understand how social media usage impact employee performance, positive employee performance is the most important aspect of telecommunication sector growth ignoring this can lead to a problem for the organizational outcome. In today's era, the internet plays a very big role in building the image and something destroys employee performance as well. as the brand due to the internet (Zeng, 2021). Recent research will add much to the previously made research on the practice of using different social networks, especially in office places. The implication of the theory of stress and coping via the stress and strain model will help to discover more about the adverse impacts of excessive use of social networks. One of the components of social media use is explored in the study to understand the stressors and strain affecting performance i.e. social overload that is being faced by the individuals. Investigating how the efficiency and productivity of a worker are disturbed by social networks in an organization is important for several reasons. Like it can help the organization in improving its overall performance by knowing its employees better. Especially by understanding the connection between employee satisfaction and social media usage at offices, commitment to the organization and social media usage, and changes in the behavior of an employee especially due to social media. Organizations remain continuously busy in making efforts to search for such means that may increase the productivity of the employees. This study

will be helpful in knowing the adverse impacts of social network usage on the workplace and giving a clearer reason for it.

This study will help in understanding the factors of social media that have an effect on the working of the employee. Past studies don't identify what factors have played their role in impacting performance. While using social media platforms when an individual engages in collecting information related to work and communication with others, that individual can easily turn towards socializing and the development of relationships that are not related to work. In the current era of electronic technology, it has become easy for people to interact with people for socializing on social media and within the network of an organization (Bessarab, .2021). Purpose of all social networks that comes under social media is used to build relationships with colleagues along with friends and other people like family members (Aichner, 2021). The study will mainly help the worker in the telecom sector to be more productive and this study will help in resolving the controversy of social network usage at the workplace i.e. whether it's helpful or not. The total population will be 200, as this survey will be filled by individuals who are working in the telecommunication sector and the result is going to be Conclusive/Explanatory. The instrument which will be used for gathering data and conducting a survey will be a questionnaire. The nature of the study is cross-sectional meaning that the entire process will be one time only. The study aimed at highlighting the impact of Social media usage (independent variable) on Employee performance (dependent variable) with the moderating effect of employee stress. The research approach used will be the Quantitative Approach. The target population that is selected for this study is the people that are located in Rawalpindi and Islamabad. Different theories of HR will be discussed in this paper which will help the reader to understand the depth of the paper for example *conversation of resource theory.* This theory stated that; a misfit is created between the excessive demands created by social media and the abilities of an employee to overcome these demands. Due to this misfit, the employee feels afraid due to limited resources and experiences stress and anxiety that leads to emotional exhaustion. In this state of mind an individual tries to protect their fears and put efforts to meet the demands of social media with scarce resources. These efforts lead the individual towards another direction in spite of making efforts to complete their tasks and perform duties in a better way. As a result of this anxiety, the performance of the individual is decreased. Other theories that can also be related to this research paper are

- Distraction Theory
- Transactional theory of work stress

1.9 Limitations of the study

➢ The limitation of this paper can be the issue with the sample size measurement and the selection of the audience.

➢ This study cannot be applied to the different industries as this study is specify done in the Telecom industry and things maybe change in other industries

➢ One limitation can also be the lack of previous research on this specific topic and limited access to the data and important information

➢ Time constraints can also act as a limitation to this study.

➢ Conflicts may arise due to cultural bias and other personal issues with the paper

➢ The scope of the discussion is very narrow as this paper is not written by experiences scholars and the area and depth of knowledge can be different

Chapter 2: Literature review

2.1 Independent Variable

2.2 Social Media Usage

Social media is an online platform that has the power to share, publish and design produces and reach on the mass market. With the help of social media, the content can be shared with different people across the world via the internet (Kotler P. K., 2017). The internet has created a lot of facilities for the individual to use the internet and has reached a mass level; in today's world of digitalization the internet has a very big role in it (Nielsen, 2012). Social media content consists of websites, online communities, different services, and facilities with just one click that can be used by the users to make money out of it or give information regarding any product or service on a mass level (Chu, 2011). Sharing opinions, reviews, experiences, and ratings of something is all done on social media. Social media has more power in today's world and its influence has a great impact on the individual. Perception can be changed or made on social media. There is a high level of engagement in social media and the level of engagement with products and services is increased with the help of different social media platforms (Langer, 2018). The media industry has experienced a huge transformation over the past decade and the number of people using the internet has increased by two billion four hundred thousand which is approximately 34% according to world Statistics 2013. One out of every 7 people in the world is using Facebook and every third person is using social media websites. The number of people who are using the internet is growing day by day, and the young generation is more into social media and technologies that living without social media is a huge problem now a day for them. Social media is helping a lot of people to grow (Halligan, 2009). People do use different tools of socializing to have communication with working partners and other experienced people to gain knowledge related to their work and make they more expert. There is several type of social media platform such as

- ➢ Facebook
- ➢ LinkedIn,

- Google,

- WhatsApp

- Instagram.

Social networking sites are the platform where individuals have the power to communicate with one another just by access to the internet (Weller, 2016). People are connected via the internet. Internet connects people, and the interaction among people is more than the other platform as Facebook is the oldest and most used networking site and there are many groups and fan pages from which the individual can share and see other opinions and experiences (Felix, 2017). The practice of using social media in organizations has become very common within the last decade as technology has taken over. There are some positive aspects as well as the negative aspect of everything. And the same goes for social media. Social media is a platform where people, employees consumers, CEO anyone can share their opinions, and thoughts, like dislikes, etc, it has a lot of influence on individual minds. Social media has taken over people's minds (Wiederhold, 2020). And they have to use it no matter what the surroundings, is more like an addiction. Many researchers have discussed the positive and negative aspects of this like the communication is effective, knowledge is gained day by day, market reach, understanding different mindsets, knowing trends in fashion, etc (Sun, 2020). When talking about the employee who is working in an organization tend to use the social media more then they focus on their actual work. it's like a habit that they can't change, its more like an escape from reality, and employee who don't like working go o social media and spends hours and hours there (Marsh, 2019). Sometimes they just want to avoid the tension or stress they are facing at that moment. A study done in 2017 mentioned that the use of mobile and instant messaging has increased in the workplace (Sheer, 2017). Social media is really helpful in gaining knowledge and expertise in which working but at the same time it's also a distraction, one goes on social media to find an answer to one particular thing and comes back after spending hours on social media (Dutta, 2020). By taking social media as platform (personal) to interact with people, it has become quite impossible for people to avoid social media even when they are setting at workplace of in any important meeting (Farivar, 2021). While using social media for leaning, managing tasks, seeking information, task related communication, people also use it for their personal purposes like entertainment, personal interactions with other people and they can also develop and maintain relationships to main maintain socializing. So still this thing is lacking

in getting a final output that social media is helpful or not. But one thing that is discussed commonly by all the researchers is that the usage of social networks is for several purposes like work and personal purposes (Song, 2019).

Instant messaging is said to be helpful for the workers .As stated by the previous research instant messaging is useful for the workers to maintain work related relationships and get instant help related to tasks without having any organizational boundaries (Hwang, 2020). Social networking sites can be helpful to maintain organizational commitments and job satisfaction that leads to the enhanced performance via removing the boundaries limit across the organizations. In general, the balanced usage of social networks is helpful for improving the performance. Usage of social media is continuously increasing everywhere (Verduyn, 2020). Individuals are spending a significant quantity of time and energy on the usage of social media for their satisfaction. And this increased used is crossing the optimum level of use which becomes excessive usage of social media. Such excessive use of social media can lead to the negative influences on the productivity of employee (Williams, 2019). For instance, when an individual (employee) uses social network sites to seek information related to its task there is possibility that it may get exposed to a large amount of information to interact with and it becomes impossible for the individual to cope with and it will lead to information over-load. Constant usage of socializing applications at workplace will decline the performance of the employees due to constant interruptions (Song, 2019). Excessive usage of social media leads to techno stress that directly reduces the productivity of the employees. The anxiety and stress created by social media usage must be investigated more. So, this study tries to find out the impact of anxiety created by the excessive use of social on the performance of the employees (Cao, 2019). With the increase in social media users, number of friends of every person is also increased. Increased number of friends can also lead to a social-overload as it leads to high social demands like asking for sympathy, liking posts (pictures, written phrases, shred videos, etc.), showing that you are caring for them, asking and trying to help in their problems. Thus, the high usage of social media at both working and non-working place is not helpful and it leads to many problems especially in organizational context (Bahadur, 2022). Social media provides facility of getting updates related to the country or other interests of the individuals in the form of news, making relationship with new people and opportunities worldwide Social networking sites provide platforms to interact and make links with a number of people having same interests (Aydin, 2020). All these studies are indicating

that use of social media creates new links and relations for individuals that leads towards the overloads and social requests which has a damaging impact on performance of the individuals. This study focuses on the usage of social media during working hours and its effect on the productivity of the employees while getting exhaust due to excessive use of it. This area is still understudied as recommended by many previous researchers too. Excessive use describes that amount of time (which and individual thinks is too much which is spent on social media or social networking sites (including information search, socializing, communication) at workplace. If we compare the general use, excessive usage of social media is more likely to have negative impact on performance as it leads to the stress in different ways. This study tries to describe how the use (when it becomes extensive use)of social media effects the performance of an individual at work.

H1: Social-media usage has negative increase on Employee Performance.

2.3 Dependent Variable

2.4 Employee performance

The performance of the employee is the most important aspect that's should be considered at topmost priority when talking about the internal marketing of the organization. Reaching performance t the highest level is more challenging for the company to deal with. As there is a continuous development of the company and standards should be kept in mind (Viswesvaran, 2000). For any business employee performance is the key to success, every employee's goal is to work towards the achievement of goals under the mission and vision. The employee performance is managed by the business itself as they are the ones who are keeping the employee motivated and polish its skills in the achievement of the goals. In today's world, employee performance is looked at as a participative system. . It is the ongoing cycle that is monitored on every step in the organization there is a proper plan, action, and development phase which is to be followed to maintain the performance. Performance management is the critical aspect of the company. To measure employee performance, the proper Performance management system is made under the supervision of human resource management to look after the performance of the employee. The performance management system helps the organization to plan measure and control the performance of employee so that there is proper alignment in strategies and performance and by

doing this desired result can be achieved (Bento, 2006). Human is the main asset of the organization and if they are measured not correctly then it is a problematic situation for the organization, the goal is directly related to employee performance, if the system cannot see the problem at an early stage, then it is not easy for the company to deal with the loss. Employee performance can be made better with the help of human resource management. The HRM practice which is performance management solves the issue. The eye on employee performance is put on by the HR specialists. Through performance appraisal employee performance is being measured and evaluated and accordingly, rewards and compensation are given. Armstrong (2006) describe the role of the performance appraisal as the tool for looking what needs to be done by the organization in order to achieve the purpose and goal using better tools, and technology as it will give you the better result. With the help of employee and the tools effective results will be generated, employees who generate information have greater influence on the organization decision. In organization Human capital is the key resource to achieve the objective of the company, to increase productivity, output , revenue of the company, employee should feel satisfied, job satisfaction highlights how much employee is satisfied with the process and procedure of the company. And this can be achieved by the good evaluation of the employee (Petty, 2000). Employees show positive behavior when they are satisfied with their role in the organization. Nguyen in 2017 did a study on what is the impact of employee performance on organization effectiveness, and he concluded that employees could generate positive performance as well as negative performance. A large number of researchers have made efforts to investigate and produce the influence of techno stress on employees' performance in the information communication technology aspect. The impact of techno stress on the efficiency of employees like decreased performance, lessened job engagement, increase turnover ratio, and decreased organizational commitment (Atanasoff, 2017). Stress leads to a critical reduction in the outcomes of an employee caused. The impact of psychological stress on the performance of the employee. The employees providing front-line services can get emotionally disturbed due to the social stress created by the customers and it adversely affects their performance (Pflügner, 2021). The outcome of any employee is important as organizations want to justify the investment made in the form of resources employed for their employees. Study tries to investigate the impact of stress on the performance of the employees created due to the extreme use of social media. The

role of leadership affects employee performance significantly. Effective leadership is the key content towards the best employee performance and motivation via making them feel important, helping in solving their issues, proper appreciation, transparency, etc (Zamin, 2021). When an employee is made feel important to an organization it motivates and helps in performing tasks better (Obeng, 2021). Some researchers have shown that in general, some organizations have made it a policy to keep on putting some pressure on employees to make them work hard and enhance their performance, this pressure can have another impact too i.e. decrease in the outcome due to an increase in mental stress of the individuals who are being continuously pressurized by the managers (Peesker, 2019). Insecurity related to the job can also affect the performance of the employee. When an employee is afraid of job loss on its mind, it becomes difficult to perform better (Vo-Thanh, 2020). The performance of the employee can also be affected by another factor i.e. fear of higher authorities and stress of completing tasks before the given timeline. Stress is a force or pressure that tries to stop employees from their true state. Family conflicts affect workplace performance as it creates stress for a person that remains with them both at work and non-work palace. Stress is not only related to the behavior of a person but it also affects capabilities. Nine dimensions of work performance were developed by Hunt that was not influenced by knowledge-based performance out of which one was behavior also including attendance, drug usage, flexibility in schedule, carefulness, productiveness, attention towards tasks, and attitude with colleagues. Technology is another factor that has had a significant impact on employees' working abilities and outcomes, especially in the past couple of decades (Gekara, 2018). Employees are getting more digital in the current era. The use of technology has a strong impact on employee performance. Of course, technology has improved working performance in every sector. There are also some disadvantages of technology at the workplace and non-workplace like sleep disturbance, health issues, etc (Shrivastava, 2019). Psychological disturbance has also been raised due to the high usage of technology. Social media networking sites also have a greater impact on performance. In other words, it can be said that social networks have the ability to disturb the performance that is required by the organization to meet the required outcomes (Azizi, 2019). Besides the disadvantages of technology, there are a number of advantages that improves the performance of an employee like knowledge sharing, motivation by sharing appreciation an employee got), and improved morale. Using social media-related sites including sites of social networks during working hours will result in declined

performance and the outcomes of the employees will get affected adversely. Stress due to technology is referred to as Techno stress. The term Techno stress was initially used. Techno-stress can lead to a decrease in outcomes for employees (La Torre, 2019). That negative changes in attitudes, thinking behavior, and psychology is the impact of techno stress.

 Human resource is the most important asset of any organization it plays an important role in productivity for any organization and maintaining employee performance that's why every organization should pay focus on this factor first. Those employees who are measured accurately without the biased will be more loyal to the organization. Employee performance help the organization to make them stay for a longer period by giving them confidence that they are valuable to us otherwise employee will shift to the other organization employee retention also comes from the employee performance. The important job of the telecom industry is to make the employee retained and they have invested a lot on their employee (Elsafty, 2020) .Employee Retention is the term that refers to the ability of the organization to make their employee stay in organizations. Long-term success and a healthy environment depend upon the retention of the employee in the organization. Greater sales, customer satisfaction satisfied co-workers and effective planning, etc is dependent upon the ability to retain the best employee in the organization (Das, 2013). The employee who is satisfied with their job are more dedicated to words their work and remain in organization for a longer period. Retention in an organization depends on internal as well as external factors (Denton, 2000). Nowadays organization take greater care in retaining their employee in the organization as in external environment there is a lot of opportunities for them (Steel, 2002). Retaining the competitive employee in the organization is the guarantee of giving a competitive advantage in organization (Walker, 2001). Employee retention is not only influenced by a single factor, but there are also a lot of factors which plays a role in retaining employee in organization (Fitz-enz, 1990). Management needs to give attention to important factors like employee stress as well, and the things which come with it lie anxiety, depression tension etc. The organization should focus on employee performance or the result in more productivity. Many underperformance issues can be identified and work on those for that there should be two-way communicating in the workplace, goals that are set should be clear standards should be maintained. The study done in the Chennai Telecom industry shows

that cognitive training has a positive impact on employee performance. Training is given to the employee for the improvement of skills or learning of new skills (Ayyappan, 2009).

2.5 Moderator

2.7 Employee Stress

A person's exposure to the overload created due to social media results in psychological stress (Dahl, 2011). Previous studies made information systems have used exhaustion to represent the stress faced by a person to relate the psychological reactions. Conclude that stress is the mental association of a person with long-term engrossment in demanding situations (Richardson, 2017). While working on social networking sites exhaustion said that social exhaustion is created due to social overload. In the current study, we have used these three overloads to get the role of social media in creating exhaustion for individuals that how the usage of social media affects the performance of the employees especially when they use it in their workplace (Holton, 2016). Exhaustion represents the feeling of being tired mentally and physically due to the use of social media (Wolff, 2021). When people are subjected to the social media burden of use, they feel fatigued due to the feeling of tiredness and over-usage (Fernet, 2020). Techno-stress is caused by the use of social media (Badiyani, 2022). And the company keeps on growing by the day and it focuses on its culture first then on the results by focusing on the employee the results automatically end well. To have a sustainable advantage for a longer period the culture should be maintained and competitive in the market. The Telecom company culture mostly focuses on employee engagement which results in job satisfaction. The company's goals and objectives should be designed in such a way that it should complement the organization's culture and the goals are achieved by looking at the culture there should be a culture of trust among the employee which can help the employee in tram work (Martins, 2003). In an Telecom company, the culture should be innovative, engaging, and creative's which makes the employee involved. Employee engagement doesn't happen overnight it is happened by focusing on employee needs and wants this drives a strong culture (Shahzad, 2017). That company that takes care of employee need and wants, the performance automatically is higher. Glass door's culture survey in 2019 reports that over 77% of employees across the four countries (US, Germany, France, and the UK) consider the company's culture as the most important aspect and more than 50% of

the respondents states that the culture is more important than the salary when you ask about job satisfaction (Landers, 2019). A positive culture in an Telecom company results in better development of the product as well as the employee performance and decreases the tension of employees as when employees see its growth and productivity it automatically creates the sense of achievement .The concept of techno stress was initially used by Brod (Salo, 2022) and then it was redefined by Weil and Rosen stating that any adverse effect on the behavior or attitude created directly or indirectly due to the use of technology is techno-stress. People share much about them on social media. For instance, if they like some place they will post on social media in a way like I like this place or I am happy to visit this place, but sometimes they share such requests that demand reactions, and people have to react to them to maintain their relationships of social networks. People take it as a moral duty to respond to others' requests on social media and make efforts to provide a sort of help or can be said support to others (Variya, 2020). People try to provide support on social platforms by showing care for others, having sympathy of words with others, trying to celebrate or comfort, emotional feelings, etc. When a person starts using social media continuously, the number of social links increases too which leads to the increased number of social requests and reach to the level where it becomes exhaustion for the user and eventually stress is created to social overload (Wang, 2020). Social overload takes the person to a level where the feeling of excessive use begins and results in exhaustion which makes a stressful environment and affects psychologically (Fu, 2020). The theory of social support and concluded that social overload is a part of social media usage which shows its dark side of it.

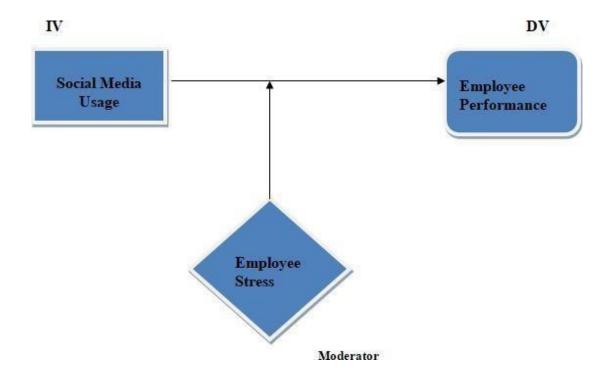*H2: Employee stress moderates the relationship between social media usage and Employee performance.*

2.8 Interaction   Terms/Hypothesis

H1: Social-media usage has negative increase on Employee Performance.

H2: Employee stress moderates the relationship between social media usage and Employee performance.

2.9 Proposed Theoretical Framework

IV

DV

Social Media
Usage

Employee
Performance

Employee
Stress

Moderator

Chapter 3: Methodology

3.1. Research Methodology

In this chapter, you will know about the research approach, research paradigm, research instrument, Design, population, technique, and sample size in detail.

3.2. Research Approach

The research has been explanatory/ conclusive as this will tell the relationship between one independent variable with a dependent variable. The study aimed at highlighting the impact of Social Media usage (independent variable) on Employee Performance (dependent variable) with the Moderating effect of Employee Stress. The research approach that is used is the Quantitative Approach. This study can better be understood by using this approach. This approach made the decision based on facts and figures. Accurate data will be collected and with the help of data analysis techniques results can be drawn.

3.3. Research Paradigms/ Philosophies

The positivist Approach has been used as this is the most compatible with the quantitative Approach. In Positivist real-time data is involved and the result is made based on that. It is based on precise methods and can support as result with statistical data and objective data. The research work is done by observing the current reality

3.4. Research design

Survey research design is the procedure in quantitative research in which the sample of the survey is disturbed to the target population the research design selected for this study has been surveyed and through experimental design, the hypothesis will be tested. With the help of SPSS software data collected from the survey will be tested through the software to see rather the hypothesis is correct or not.

3.5. Target Population

The target population that has been selected for this study is the individual from Islamabad and Rawalpindi. Those Individuals who are working in telecom sector. The population characteristics includes Gender (Male/Female), Age (18-22, 23-27, 28-32, 33 and above)

3.6. Sample

The Article Factors Influencing Job Satisfaction of Employees in Telecom Sector of Pakistan (Saeed, 2013) uses the sample size of 220; this article also addresses the impact of factors on employee performance in telecom sector. and another article Factors Affecting Employees' Performance: A Case of Kabul-Based Telecom Firms (Farooq, 2015) also uses the 220 respondents also addresses the factors that affect the employee performance in telecom firm and uses the sample size of 220 which is why this research paper will also uses the sample size of 220 which is realistic and achievable. As this research paper is using the non -probability convenient sampling technique.

3.7. Sampling Unit

Perhaps one of the most crucial elements of the research methodology is the unit of analysis. This term encompasses the entity (referred to as a unit) that will be studied (that is, from which the data will be gathered) as part of the research or, in this paper context, around which the case will be constructed. Examples of unit of analysis include individual, dyads, groups, organizations, cultures. The chosen unit of analysis for research is individuals.

3.8. Sampling Technique

Since it is difficult to gather, organize, analyze, and then use data collected from a mass-market there is a need for sampling. Sampling means taking a small portion of your larger market and then gathering, organizing, analyzing, and using the data gathered from that sample. The crucial point to keep in mind is that the sample which is selected should be large enough to represent the population (to be studied) accurately and that it should not be biased in any way. This is why this the study have been done using convenient sampling which can also be described as non-

probability sampling in this sampling method involves the primary data source to nominate the other potential data collector that will help in gathering data for research. The crucial point to keep in mind is that the sample which is selected should be large enough to represent the population (to be studied) accurately and that it should not be biased in any way. This paper uses the non -probability convenient sampling.

3.9. Research Instrument

The term, research instrument, basically refers to any tool used to gather data regarding the research topic that you are opting for. Examples of research instruments are scales, indexes, surveys, interviews; informal observations, etc. survey has been conducted using a questionnaire, to gather the data required for developing a factual basis for the conclusion. To collect the data that was needed to verify our research hypothesis and provide a concrete basis for the case that we developed The questionnaire is developed using a 5-point Likert scale for each of the 3 variables. For each variable, the participants had to answer 3 questions and they were required to rate each question on a 5-point scale rating from Strongly Disagree to Strongly Agree. Each of the questions was meant to gauge how the participants felt about the variable in question (such as social media usage etc.) and to evaluate the relation and effect of the independent variables on the dependent variable (Employee performance). The questions that are mentioned in the questionnaire are taken from the articles their reference is mentioned in the table below.

Variables	Item	Measurements	Sources
Excessive social media at work (SMU)	SMU1	I think the amount of time I spend using social media at work is excessive.	(Caplan S. , 2002) (Carless, 2007) (L, Cao, Liu, & Wang, 2018)
	SMU2	I spend an unusually large amount of time using social media at work.	
	SMU3	I spend more time using social media at work than most other people.	
Exhaustion of Social Media (ES)	ES1	I feel drained from activities that require me to use social media.	(Ayyagari, 2011) (Moore, 2000) (L, Cao, Liu, & Wang, 2018)
	ES2	I feel tired from my social media activities.	
	ES3	Working all day with social media is a strain for me	
Job Performance (JP)	JP1	I don't always complete the duties specified in my job description	(Janssen, 2004) (L, Cao, Liu, & Wang, 2018)
	JP2	I often don't meet all the formal performance requirements of	
	JP3	I often forget to perform the all essential duties on my job	

3.10 Data Analysis Techniques

Technique that will be used in this research will be with the help of SPSS (Statistical Package for the Social Sciences) software. With the help of the result and interpretation this paper will be able to find out the conclusion based on the data entered. SPSS tests which will be used are

- Reliability test
- Descriptive analysis
- Frequencies
- Regression analysis
- Correlation analysis
- Moderation analysis

Chapter 4: Results and Analysis

4.1. Results and Analysis

In a survey, 220 respondents are given a structured questionnaire and data is collected from them. Based on data collected through a survey, data analysis is done with the help of SPSS Software (SPSS) by using statistical tests (correlation, regression, and Moderation analysis, etc.)

4.1.1 Reliability

This is generally the first test that every researcher performs to confirm that the construct used is reliable; which essentially symbolizes that the selected construct may be used multiple times, to generate similar results. This means that the construct itself is accurate, thereby making it easier to continue and modify the topic of the research. Cronbach's Alpha is the number we ought to be looking at to measure the extent of the reliability. Cronbach's Alpha is valued to be greater than 0.7 that means the construct is reliable, and may be effectively used.

Reliability Statistics

Construct	Items	Cronbach's Alpha
Social Media usage	3	.878
Employee Stress	3	.868
Employee Performance	3	.885

Table no 1 for Reliability Statistics

The Cornbach's Alpha value tells the reliability of the item , the value which is closer to 1 shows that's it has higher internal consistency. The value of Cronbach's alpha is(.878) for **Social Media Usage**,(.868) for **Employee Stress**, **Employee Performance** is (.885) and it is acceptable. Cronbach's alpha clearly shows the higher level of reliability and consistency possessed with the questionnaire used for the study.

4.1.2 Descriptive Analysis

The researcher has grouped the data collected into different classes so that it is easier to interpret. The sample size consists of different groups and they are as follows, what is the gender, age, and qualification of the respondents. These questions if answered as per the expectations, then those people were included in the study.

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Gender	220	1	2	1.34	.496
Age	220	1	4	1.74	.815
Job Level	220	1	4	2.74	.809
Company	220	1	4	2.64	1.162
Valid N (list wise)	220				

Table no 2 for Descriptive statistics

Demographics		Frequency	Percent
Gender	Female	76	34.2
	Male	144	65.8
	Total	220	100.0
Age	18-22	21	9.1
	23-27	49	22.4
	28-32	119	54.3
	33 and above	31	14.2
	Total	220	100.0
Company	Jazz	51	23.3
	Telenor	47	21.5
	Zong	50	22.8
	Ufone	72	32.4
	Total	220	100.0

Table no 3 for Frequency statistics

On the basis of *gender*, 144 out of 220 respondents (65.8 percent) are males. 76 out of 220 respondents (34.2 percent) are females. On the basis of *age*, 21 out of 220 respondents (9.1 percent)are 18-22 years. 49 out of 220 respondents (22.4 percent) are between 23 – 27 years. 119 out of 220 respondents (54.3 percent) are 28-32 years. 31 out of 220 respondents (14.2 percent) are 33 years and above. On the basis of *Company*, 51 out of 220 respondents (23.3 percent) are working in Jazz. 47 out of 220 respondents (21.5 percent) are working in Telenor. 50 out of 220 respondents (22.8 percent) are working in Zong. 72 out of 220 respondents (32.4percent) are working in UFONE.

Demographic		Frequency	Percent
Job Level	Entry Level	22	10.0
	First Level Management	42	19.2
	M Level Management	128	58.0
	Senior Level	28	12.8
Total		220	100

Table no 3.1 for Frequency statistics

On the basic of *job Level* respondents from the entry Level are 22 out of 220 (10.0 Percent). Respondents from First level management are 42 out of 220 (19.2 percent). Respondents from Middle level Management are 128 out of 220 (58.0 percent) and respondents from the senior level are 28 out of 220 (12.8 percent)

4.1.3 Correlation

**The questionnaire is designed in such a way that the question that is used is written from a negative perceptive which is why the result will show a negative increase in the DV. For example, if results are 74% it means DV is 74% affected negatively

The strong relationship between two variable termed as correlation. When the strength among the two variables is high, it is interpreted to be high correlation. The test through which the correlation is studied on the available data is called correlation. It varies from -1 to +1 of a correlation-coefficient..

Correlations

		SMU	ES	EP
SMU	Pearson Correlation	1	.683**	.746**
	Sig. (2-tailed)		.000	.000
	N	220	220	220
ES	Pearson Correlation	.683**	1	.733**
	Sig. (2-tailed)	.000		.000
	N	220	220	220
EP	Pearson Correlation	.746**	.733**	1
	Sig. (2-tailed)	.000	.000	
	N	220	220	220

**correlation is significant at the level of 0.01 levels (2-Tailed)

Table no 4 for Correlations

The correlation test is used to provide information on the linear associations formed between our variables. There are two major things to observe whilst determining and understanding the correlations:

1. *Significance*: Obviously if there is no significant relationship between any two variables, the analysis becomes obsolete. The value 0.000 indicates perfect significance.
2. *Value:* This value depicts the strength of the relationship between two variables and also the direction of the relationship (based on the positive or negative value) provided that the relationship is significant so as to be analyzed. A value lesser than 0.2 isconsidered to be weak, a value ranging from 0.2-0.5 is moderate in strength, a value ranging from 0.5-0.6 is a strong relationship and that ranging from 0.6-0.8 is a very strong relationship.

**The questionnaire is designed in such a way that the question that is used is written from a negative perceptive which is why the result will show a negative increase in the DV. For example, if results are 74% it means DV is 74% affected negatively

➢ Social Media Management and Employee Stress: As can be observed from the table, the linear association between these two variables is highly significant denoted by the 0.000 value, and the correlation is 0. 683, which denotes a strong relationship and social media usage and employee stress. Further explanation is that both the variable have negative relation but the questionnaire are designed in such a way that it is interpreted as they are positively related. It means that only 31.7% both variables are related and 68.3% they are negatively related. .

➢ Social Media Management and Employee Performance: As can be observed from the table, the linear association between these two variables is highly significant denoted by the 0.000 value, and the correlation is 0. 746, which denotes a strong relationship. Further explanation is that both the variable have negative relation but the questionnaire are designed in such a way that it is interpreted as they are positively related. It means that only 25.4% both variables are related and 74.6% they are negatively related.

➢ Employee Stress and Employee Performance: As can be observed from the table, the linear association between these two variables is highly significant denoted by the 0.000 value, and the correlation is 0. 733, which denotes a strong relationship. And both the variable have negative relation but the questionnaire are designed in such a way that it is interpreted as they are positively related. It means that only 26.7% both variables are related and 73.3% they are negatively related.

➢ Employee Stress and Social Media Management: As can be observed from the table, the linear association between these two variables is highly significant denoted by the 0.000 value, and the correlation is 0. 683, which denotes strong relationship and Further explanation is that both the variable have negative relation but the questionnaire are designed in such a way that it is interpreted as they are positively related. It means that only 31.7% both variables are related and 68.3% they are negatively related.

➢ Employee Performance and Social Media Management: As can be observed from the

table, the linear association between these two variables is highly significant denoted by the 0.000 value, and the correlation is 0. 746 , which denotes a strong relationship and Further explanation is that both the variable have negative relation but the questionnaire are designed in such a way that it is interpreted as they are positively related. It means that only 25.4% both variables are related and 74.6% they are negatively related.

➢ Employee Performance and Employee stress: As can be observed from the table, the linear association between these two variables is highly significant denoted by the 0.000 value, and the correlation is 0.799, which denotes a strong relationship and Further explanation is that both the variable have negative relation but the questionnaire are designed in such a way that it is interpreted as they are positively related. It means that only 54.4% both variables are related and 79.9% they are negatively related.

4.14 Regression Analysis

A further concept, called regression analysis, is used during the analysis of the data. This help in estimation of the relationship among all the variables, we used a linear regression study. The most important and accurate data can be given by such findings when obtained from this whole process.

Model Summary			
Model	R	R Square	Adjusted R Square
1	.746ᵃ	0.556	0.554
a. Predictors: (Constant), Social Media usage			

Table no 4 for regression (Model Summary)

Model 1: The first model is the one in which the R square value is 0. 556 or 55.6%, which can be interpreted as that 55.6 % of variation in the value of the dependent variable is due to the two independent variables. It means Independent Variable(Social Media usage) has 55.6%   impact on Employee performance according to Model summary of Regression Analysis.

ANOVA					
Model		df	Mean Square	F	Sig.
1	Regression	1	98.605	271.571	.000b
	Residual	218	.363		
	Total	219			
a. Dependent Variable: Employee Performance					
b. Predictors: (Constant), Social Media Usage					

Table no 5 for regression (ANOVA)

The significance level should be 0.05 and in this case the level of significance is 0.000 which is highly significant.

Coefficients				
Model		Standardized Coefficients	t	Sig.
		Beta		
1	(Constant)		10.117	.000
	Social Media usage	0.746	16.479	.000
a. Dependent Variable: Employee Performance				

Table no 6 for regression (Coefficients)

This above table indicates the magnitude and significance of relationship among the independent and dependent variables. The contribution made by Social Media Usage is 0.746 or 74.6 % with the significance of .000 to Employee Performance. it indicates that Social Media usage has 74.6% impact on Employee Performance according to the Coefficient in Regression analysis.

4.1.4 Moderation Analysis

Model Summary		
Model	R Square	Adjusted R Square
1	.556	.554
2	0.594	0.590
a. Predictors: (Constant), Social Media usage		
b. Predictors: (Constant), Social Media usage, interaction		

Table no 7 for regression (Model Summary)

In the model, 1 R Square the change in employee performance due to Social Media usage is 55.6% in linear regression, also discussed earlier. However, when we add the moderating variable Employee stress then employee performance increased from 55.6% to 59% as we can see in model 2 adjusted R square. It can be seen in the Model Summary table that when Moderator is added which is Employee Stress, the Adjusted R-Square value becomes 0.590 to

ANOVA						
Model		df	Mean Square	F	Sig.	
1	Regression	1	98.605	271.571	.000[b]	
	Residual	217	0.363			
	Total	218				
2	Regression	2	52.673	157.909	.000[c]	
	Residual	216	0.334			
	Total	218				
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Social Media usage						
c. Predictors: (Constant), Social Media usage, Interaction						

Table no 8 for regression (ANOVA)

The significance level of this model is .000, that is less than 0.05, which itself shows that it is highly significant.

Coefficients				
Model		Standardized Coefficients	t	Sig.
		Beta		
1	(Constant)		10.117	0.000
	Social Media usage	0.746	16.479	0.000
2	(Constant)		11.207	0.001
	Social Media usage	0.44	0.271	0.001
	Interaction	0.768	4.495	0.000
a. Dependent Variable: Employee Performance				

Table no 9 for regression (Coefficients)

The contribution made by Social Media Usage is 74.6% to Employee performance but when added Employee stress(named as interaction), it increases to 76.8% and the value is remaining significant 0.000. When Moderator added the relationship between social media usage and employee performance increased from 74.6% to 76.8%.

By looking at the table it can be seen that there is a negative increase in employee performance and stress also negatively increase employee performance, it means when employee stress is not present employee performance is affected by 74.6%, and when employee stress is present employee performance is affected 76.8%.

Chapter 5: IMPLICATION OF RESULTS, DISCUSSIONS ANDCONCLUSIONS

5.1 Implication of Results

Hypothesis	Status
H$_1$: Social Media Usage has negative increase on Employee Performance.	Accepted
H$_2$: Employee Stress moderates the relationship between Social Media Usage and employee performance.	Accepted

Table no 10 for Hypothesis

Hypothesis 1: was 'Social Media Usage has impact on employee performance' Have been accepted on the SPSS (correlation and regression analysis). In correlation analysis, Social Media Usage is related with Employee Performance and have been proved significant with the magnitude of .746. It has been shown in regression analysis that there is a substantial relationship between social media usage and employee performance, which indicates that increase in social media usage, there is decrease in employee performance. By the increase of 1 unit in Social Media usage by employee there will be a decrease of .746 or 74.6% in employee performance. The t value is 10.117 and positive

Hypothesis 2: was 'Employee Stress moderates the relationship between Social Media Usage and employee performance. In correlation analysis, employee stress is related with Employee performance and it has been proved highly significant with the magnitude of .799. And employee Stress is also related to the 'Social Media Usage and proved to be highly significant with a magnitude of .683. It has been shown in regression analysis that there is a relationship between employee stress and employee performance, which indicates that increase in employee stress there is a decrease of 76.8% in employee performance.

5.2 Discussion

The variables are shortlisted to study the Impact of Social Media at Workplace on employee performance with moderating role of employee Stress, in the Telecom sector of Pakistan. Then

developed a literature review (using articles from various prestigious publications) to provide a basis for this research paper, one whose integrity and accuracy could not be challenged. Based on the information found, this paper proceeded to develop a questionnaire that would allow the collection of first-hand, primary data to cement the basis for research.

This construct comprised a set of items that reflected each variable as accurately as possible. For each of the variables, including the independent, dependent, and moderating variables, 3 items were making 9 items in total. The intensity of the response for each item was gauged using a five-point Likert scale, which allowed the respondents to rate their answers from strongly disagree to strongly agree. Around 220 individuals were asked to fill out the questionnaire and it was ensured that each person was educated enough to both read and understand the English language since the questionnaire was in that language. The data collected from the questionnaire were analyzed using the SPSS software and the concluding results were obtained and interpreted using a combination of tests. This research study aimed to explore the relationship between Social Media usage (independent variable), Employee Stress (Moderator variables), and Employee Performance (dependent variable), as the Telecommunication sector of Islamabad and Rawalpindi mainly(Jazz, Telenor, Zong, and Ufone) have been selected for investigating the relationship between the above variables. To collect the respondents' answers, we used an adaptive standardized questionnaire. On a scale of 5% of the significance level has,

H1, and H2 were accepted based on the significance standard, as the significance level of Social media usage, and employee stress has been less than 0.05. Therefore, all research hypotheses (which were developed relevant to the theoretical framework) have been accepted and proved significant. Therefore, it has been proved that there exists a relationship between Social media usage (independent variable), Employee stress (moderating variable), and employee performance (dependent variable).

5.3 Conclusion

Since both time and available resources were limited, the researcher narrowed the paper's scope to a handful of factors including likes; social media usage (independent variables) and Employee Stress (Moderator). The researcher proceeded to review the literature further to explore the depths and implications of these concepts. To add a more factual perspective concerning the Pakistani concept this paper saw it fit to collect first-hand data by making use of a questionnaire to collect data from Jazz, Telenor, Zong, and Ufone which are within the twin cities of Islamabad and Rawalpindi. Once the data was collected from a selected sample of two hundred and twenty individuals, the process reached the analysis stage where tests such as the ANOVA, correlation, and regression were run using the SPSS software. Although technology is taking the work but using social media at the workplace s not good for employee performance as shown by the SPSS results. It decreases employee performance and due to the high use of social media employee feel are not giving their 100% on their job and the stress they have for the task is also getting high this in results also affect employee performance.

The correlation test showed that all the variables are significantly correlated to one another and the construct can also be seen to be reliable. The regression analysis did yield the results that we hoped for, and the hypothesis relating to the variables was accepted as mentioned in the results section.

5.4 Future Research Directions

Given the overall study, all significant aspects have been covered in this study. After running all essential tests and their interpretation, all 2 hypotheses are successfully validated and approved. This study can also be conducted on different sector such as IT sector to see the result. The questionnaire could be further modified to get more in-depth responses from the participants to make the study more thorough. One way of doing this would be to add subjectively that is qualitative questions from the respondents. Another parameter can be different sectors, this study is solely conducted with an aspect of the telecom sector. To research on a broader scale, a sector may be changed and a unanimous study may be conducted to benefit firms on a greater scale. The researcher can also change the time horizon and do a longitudinal study of the same topic to

see the difference. In terms of variables, variables may get replaced or new variables may be added to have a precise and comprehensive result.

5.5 Limitation

Limitations are the barriers and constraints that are applicable to a study, for instance, a study conducted on a specific class and region may not produce similar results if conducted in another region. There are a few limitations to this study. A major limitation was the limited time frame Furthermore since the trend of conducting formal research and developing research papers is fairly new to Pakistan, there were little to no articles or works available for our topic with respect to the Pakistani context. Furthermore, the literature review for our study was taken from the works of western authors who conducted the research in their own respective countries and their results reflected the mindsets of the people in those countries. This study is cross-sectional and is conducted at a specific time. Sufficient time must be provided for the researcher to have a comprehensive study. Also, the researcher should try to do the same study in different main cities of Pakistan and then see the difference. This study cannot be applied to the different industries as this study is specifically done in the Telecom industry and things maybe change in other industries. The limitation of this paper can be the issue with the sample size measurement and the selection of audience.

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