

IMPACT OF SOCIAL MEDIA USAGE CHARACTERISTICS ON EMPLOYEES PRODUCTIVITY: A PRAGMATIC PLS-SEM APPROACH

BY

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Abstract

This paper examines how the characteristics of social media usage determine employee productivity in the Indian work environment based on a Partial Least Squares Structural Equation Modeling (PLS-SEM) method. Although social media has relieved to become an inseparable part of daily communication, its influence on work-related efficiency is not entirely positive. There are those employees who use social platforms to collaborate, share knowledge and enjoy a better connectivity whereby others have their distractions, decreased attention span and lack of focus on work. The purpose of the research is to learn to comprehend how the intensity of social media use, work-related social media use, personal social media use at the workplace, digital multitasking performance and self-control ability influence the results of productivity. The sample consisting of 258 employees spread in India was used, and it represented the industries of IT, education, banking, retail, and service. The initial target of respondents was 300 which was used to draw the sample. A questionnaire was created in a structured form to measure constructs in five points on Likert scale. The analysis of the data was conducted with Smart PLS, and it comprised of measurement model evaluation, testing the construct reliability and validity, and testing structural relationships. The results show that the use of social media at the workplace has a positive impact on productivity in terms of effective communication, accessibility of information, and teamwork. Nevertheless, individual use of social media at the workplace has a detrimental effect on productivity through cognitive load and distracting attention.

Key Words: Social Media, Productivity, PLS, Efficiency, Communication

Introduction:

The social media has revolutionized the manner in which people communicate, interact, acquire information, and disseminate knowledge. It has been ingrained in personal and professional life over the past ten years. WhatsApp, LinkedIn, Instagram, Facebook, Telegram, and work communication platforms (Slack and Microsoft Teams) have transformed the online behavior of workers all over the world (Kapiki & Pappa, 2025). Employees are increasingly digitally connected than before, due to the growing penetration of Smartphone's and high-speed internet in India. This development is an opportunity as well as a challenge to the organizations that want to

ensure that the employees remain highly productive within the organization (Ali et al., 2025).

As per (Ali et al., 2025; Chang, 2025; Salamah et al., 2025), one of the most important determinants of organizational performance is the employee productivity which is generally the efficiency and effectiveness with which employees perform the task assigned to them. Motivation, work environment, leadership style, and organizational culture are some of the traditional factors that have affected productivity (Thirakulwanich & Szczepańska-Woszczyna, 2025). But in the modern technology-oriented world, digital behavior and especially use of social media is very significant. Social media can help

in learning, provide improved networking, and also help in quick communication, but it may also cause distraction, procrastination, and overloading of information. The line between professional and personal life is getting thin as employees move between work-related and personal use of social platforms(Liu et al., 2025).

The environment in which organizations in India are placed is diverse in culture, as well as dynamic in technology. The fast usage of phones and digital applications has heavily influenced the behavior of both the younger and older employees. In the case of employees who are relatively young, social media is sometimes an extension of who they are and a means of constant social interaction. To the more experienced employees it can become a useful professional communication and knowledge sharing tool(Forman-Hoffman et al., 2024). Therefore, its total effect on productivity is complicated and depends on personal behavior, organization factors, and work operations character.

Social media has become an effective tool of knowledge management in most companies. Professional platforms allow employees to track trends within the industry, have an opportunity to learn new skills and get in touch with experts. In industries like IT, education, customer service, and logistics, group messaging applications allow the easy or immediate coordination, decision making, and information sharing of vital information(Forman-Hoffman et al., 2024; Kapiki & Pappa, 2025; Linh, 2023). Social media, in this case, facilitates productivity by minimizing the communication delays and making group work a possibility. In a strategic application, it can make the teamwork, problem-solving, and innovations stronger.

Though these are positive, inappropriate use or overuse of social media at work will cause lack of concentration and interruptions. Distractions to work may include personal messages, entertainment and social life. Digital multitasking, which is often repeated shifts in attention between work-related activities and social media news, is a source of cognitive load on the employee and mental fatigue. In the long run, this may reduce efficiency, cause mistakes, and affect job satisfaction(Enakrire& Smuts, 2023). Hence, contemporary management involves the

ability to comprehend the subtleties of the social media utilization by the employees and how these trends affect their productivity.

Although other researchers worldwide have conducted research on the connection between digital technology and performance at the workplace, there is a lack of researches of the same in the Indian setting. India is special due to a high number of youthful workforce, high rate of taking up technology and due to the rising digitalization at the workplace (Ravina-Ripoll et al., 2023). Digital communication tools are part of the duties of employees irrespective of their fields of operation (IT, education, healthcare, banking, and retail). Simultaneously, they are still highly active on their personal social media, and India is a great abode of understanding this phenomenon.

This research will examine the effect of social media use features on employee productivity through the PLS-SEM methodology, with the sample size being employees of different industries in India. The study takes into account both the beneficial and the detrimental sides of the use of social media and explores the extent to which self-regulation and digital multitasking influence the productivity results(Forman-Hoffman et al., 2024; Gore, 2024). Self-regulation is the process that is meant to be under the control of an individual to have control over impulses, distractions, and focus on tasks. Digital multitasking is a term that is used to refer to the simultaneous use of multiple digital activities, e.g. one might be responding to messages during a meeting, or checking social feeds at work (Helmold et al., 2022).

PLS-SEM enables the researcher to examine the complicated relationships between these constructs and the presence of direct, indirect, and moderating impacts. It is also useful in determining the effect of the differences in social media use behavior on overall productivity. The case of the 258 employees offers an extensive information to compare these correlations within the Indian environment(Wang & Chen, 2020).

The introduction of social media at the places of work has compelled organizations to redefine their digital policies. Strict prohibitions could limit cooperation and education, whereas free use could damage performance. It has come to the realization of many organizations that there is need to arrive at balanced guidelines which will encourage productive use but

discourage non-work distractions. This study can help practitioners to build efficient digital working conditions through practical observations of how employees effectively use social media at work (Ali et al., 2025).

This study was carried by (Wang & Chen, 2020) who has theoretical and practical applicability where theoretically, it increases the knowledge of digital behavior and productivity in new economies. It also determines particular aspects of social media utilization, including severity, job engagement, personal involvement, multitasking, and self-control, which all have an impact on productivity. In practice, it provides insight on how managers, HR departments, and policymakers may establish digital workplaces that promote efficiency without undermining the flexibility of employees.

The use of technology, which has enhanced faster adoption of hybrid and remote work models, has contributed to the growth in the use of digital communication tools. Workers that work at home usually rely a lot on social media like applications to be able to be in touch with teams. Formal and informal communication is blurred, and the frequency of employees balancing work and personal use of social media increases (Buck et al., 2011). This further enhances that it is even more significant to comprehend the effect of social media on productivity in the future workforce planning.

In this respect, this paper explores the complex aspect of social media usage and its impact on the productivity of employees in India. It examines the effect of the intensity of social media use, work-oriented use, and personal use on general productivity. It tests the mediating variable of digital multitasking and moderating role of self-regulation (Fafaliou et al., 2006). The findings should be useful in assisting organizations develop effective policies regarding digital use, which will maximise performance besides aiding the employees to engage in a digitally connected world.

Literature Review

The discussion on social media and productivity of employees can be characterized by a variety of opinions. There are scholars who stress on the advantages of social media, referring to connectivity

and access to information and collaborative opportunities, and some scholars point to the distractions, fatigue, and the reduced concentration. In this review, the author summarizes the major concepts that were pertinent to the study; the intensity of social media use, work-related and personal use, digital multitasking, self-regulation, and employee productivity.

1. Social Media Usage Intensity

The social media usage intensity is the degree and frequency of the involvement of people in the social platforms. Intensive users waste a lot of time in updating, engaging in discussions, and reading materials. Professional needs or personal habits may cause such behavior in the workplace. The high usage of social media can facilitate awareness, learning and connectedness particularly in employees who use the digital platform to communicate (Helmold et al., 2022; Muramatsu et al., 2021). Nonetheless, high intensity usage can also result to less concentration since employees are constantly changing between work and social sites.

It has been found that intensity does not necessarily define productivity; rather the effect of intensity depends on the purpose and setting. The intensity can lead to efficiency when it is related to job activities. It can lower performance when it is motivated by entertainment or self-involvement at work (Kim & Hwang, 2023).

2. Work-Related Social Media Use

Work-based social media use entails the use of such mediums as sites of communication, learning, collaboration, and networking. The workers can use messaging groups, forums, and professional pages to share the information and solve the problems in a fast manner. Social media nowadays presents a sort of informal type of knowledge-management system in most modern organizations where the employees give updates, experiences and best practices (Dolan et al., 2019).

As an illustration, the teams can communicate with each other using WhatsApp or Telegram to organize activities when email communication is slow. Linked In groups enable the employer to track the industry conversation and keep abreast with the latest happenings. These communications may enhance the speed of learning, as well as help in quicker decision-

making. The use of social media at work can decrease the delay in coordination, build relationships, and enhance flexibility in dealing with tasks (Abdennadher et al., 2023; Agnihotri et al., 2020).

But the over reliance on these mediums of communication can result in information overload where employees find it hard to prioritize messages. Also, it is difficult to draw the line between relevant and irrelevant content when the work and personal interaction is held on the same platform.

3. Personal Social Media Use during Work Hours

One of the most discussed topics of the research concerning productivity is personal use of social media during work hours. During the day, employees can see updates, reply to personal messages, and watch entertainment materials (Faisal, 2025). Although the personal use can be beneficial in relieving stress, frequent personal use can be disruptive to workflow, as well as lowering the efficiency of the tasks (Dolan et al., 2019). Digital multitasking is frequently provoked by personal engagement, which means that employees have to split their attention between their work processes and social interactions in social media.

The adverse effects of personal use are less concentration, time wastage, and low rate of completion of tasks. In other instances, the employees can become habitual checkers and this factor complicates the ability to remain at work task longer. Cognitive processing of work by the internet can also be influenced by repetitive exposure to emotionally coloured or entertaining material.

4. Digital Multitasking

Digital multitasking refers to simultaneously engaging in multiple digital activities, such as working on a report while responding to messages or browsing social media during meetings. Multitasking is a common behavior among modern employees, especially younger workers who have grown up in a digitally saturated environment. While some individuals believe they can manage multiple digital activities efficiently, research shows that frequent task switching leads to cognitive overload and slower task completion (Harakati et al., 2024).

Multitasking divides attention and increases mental fatigue. When employees switch between work tasks

and social media, the brain requires time to refocus, reducing efficiency and increasing the likelihood of mistakes. Over time, multitasking may lower the quality of work and contribute to stress. However, moderate multitasking, especially when related to work coordination, may support productivity when handled efficiently (Han et al., 2021).

5. Self-Regulation

Self-regulation is the capacity to maintain focus on work, through being able to regulate ones impulses, distractions, and being able to concentrate on tasks. Highly self-regulated employees are able to be disciplined and reduce unnecessarily taking up social media in the course of their duty. They are unlikely to over multitask and more able to rank tasks into priorities (Gligor & Bozkurt, 2021; Majeed et al., 2023). The interaction between social media use and productivity is moderated by self-regulation which allows employees to prevent being distracted by digital media.

Low self-regulation employees would find it difficult to resist the temptation of social notifications and entertainment materials. They can end up in a situation where they are often changing tasks and thus end up becoming inefficient and frustrated. Self-regulation is therefore critical in establishing the impact of the use of social media on performance (Plume et al., 2016).

6. Employee Productivity

The productivity of employees is the ability to do work tasks in an efficient and effective manner. Motivation, skills, technology, communication, and work environment are factors that influence productivity (Talha et al., 2025). Social media behavior, multitasking and patterns of using technologies are some of the new factors influencing productivity that have been introduced due to digital workplace dynamics. The use of social media can be productive in terms of communication and sharing of knowledge and ineffective in cases where they are applied to personal activities (Bawack et al., 2023).

As per (Fan & Niu, 2016) social media and its effects on productivity are relative to each situation and depends on personal online behavior, professional tasks, and organizational demands. This paper concentrates on the impacts of various aspects of the use of social media individually and together in influencing the productivity of the Indian employees.

7. Conceptual Framework

The framework summarizes the bivalent nature of social media in the workplace, in that personal use promotes digital multitasking, whereas work-related use and a high self-regulation favour productivity. One factor that drives social media is intensity since it leads to personal and professional participation. Based on the literature, the present study develops a comprehensive PLS-SEM model to analyze these relationships.

Research Methodology

Research Design

The research design employed in the study is quantitative research design through cross-sectional survey research design. The main goal is to investigate how the features of social media use affect the level of productivity among the employees through the application of PLS-SEM. The approach assists in the simultaneous analysis of numerous relationships and complex models with the mediators and moderators.

Population and Sample

The target market is working Indians in different industries that include the IT, education, retail, healthcare, banking, and manufacturing. Electronic distribution of 300 questionnaires and valid completion of 258 was the obtained response rate, which is considered effective (86%). The sample used meets suggested sample requirements in the PLS SEM and the sample size is sufficient to provide good statistical power.

Data Collection Instrument

A data collection questionnaire was created in a structured form. The measures of all constructs were on a five-point Likert scale (1 = Strongly disagree to 5 = Strongly agree). The questionnaire had questions that covered demographic and those that measured:

- The intensity of social media usage
- Work social media activity
- Individual use of social media
- Digital multitasking
- Self-regulation
- Employee productivity

Hypothesis Development and Model Specification:

1. **H1:** Social media usage intensity is positively associated with work-related social media use.
2. **H2:** Social media usage intensity is positively associated with personal social media use during work hours.
3. **H3:** Work-related social media use is positively associated with employee productivity.
4. **H4:** Personal social media use during work hours is associated with employee productivity.
5. **H5:** Personal social media use during work hours is positively associated with digital multitasking.
6. **H6:** Self-regulation is positively associated with employee productivity.

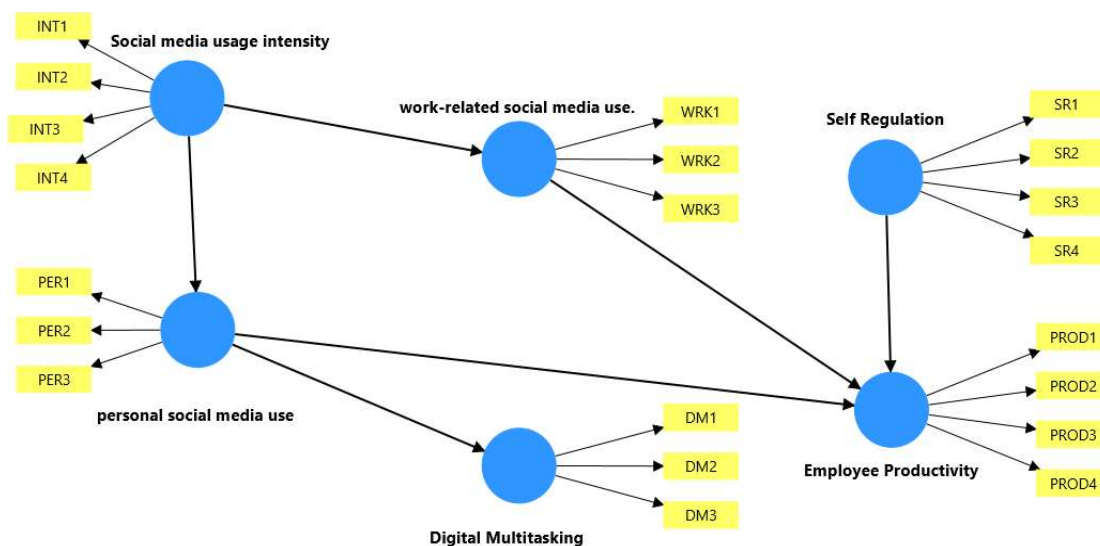


Fig:1 Model Specification**Measurement Model Results**

Assessment of measurement model was done in order to achieve reliability and validity of constructs. The loadings of all indicators were observed to be within acceptable ranges, and this indicates that every item was an important contribution towards its respective construct. Composite reliability scores were high and above the recommended levels showing a high internal consistency. The values of average variance extracted were also within reasonable range, which meant that convergent validity was sufficient. The assessment of discrimination validity established that the different constructs measured different concepts and had no multicollinearity.

These findings confirm that the measurement model was sound and appropriate in estimating the structural relationships of social media usage intensity, work-related social media use, personal social media use, digital multitasking, self-regulation and employee productivity. **2. Structural Model Results**

The structural model was analyzed once the soundness of the measurement model was established. The significance and strength of relationships were evaluated with the help of path coefficients, t-values, and R² scores.

Name	No.	Type	Missings	Mean	Median	Scale min	Scale max	Observed min	Observed max	Standard deviation	Excess kurtosis	Skewness	Cramér-von Mises p value
Intensity	1	MET	0	3.562	4	2	5	2	5	1.123	-1.366	-0.098	0
Work_S M Use	2	MET	0	3.461	3	1	5	1	5	1.261	-1.022	-0.28	0
Personal_SM_U se	3	MET	0	3.353	3	1	5	1	5	1.307	-1.011	-0.267	0
Digital_Multitasking	4	MET	0	3.306	3	1	5	1	5	1.325	-1.172	-0.225	0
Self_Regulation	5	MET	0	2.992	3	1	5	1	5	1.436	-1.314	-0.018	0
Productivity	6	MET	0	2.973	3	1	5	1	5	1.032	-0.443	0.076	0

Table 1: Constructs Reliability and Validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Digital Multitasking	0.71	0.66	0.65	0.72
Employee Productivity	0.61	0.71	0.67	0.69
Self Regulation	0.69	0.67	0.59	0.68
Social media usage intensity	0.62	0.76	0.61	0.58
personal social media use	0.58	0.66	0.54	0.69
work-related social media use.	0.71	0.66	0.79	0.63

Table2: Path Coefficients

	Path coefficients
personal social media use -> Digital Multitasking	0.451
personal social media use -> Employee Productivity	0.013
Self Regulation -> Employee Productivity	0.606
Social media usage intensity -> personal social media use	0.157
Social media usage intensity -> work-related social media use.	0.154
work-related social media use. -> Employee Productivity	0.048

Table 3: R Square

	R-square
Digital Multitasking	0.56
Employee Productivity	0.51
personal social media use	0.75
work-related social media use.	0.64

Hypothesis Testing Summary

H1: Social media usage intensity → Work-related social media use

The path coefficient showed a positive significant association and this showed that the more the intensity of the use of social media, the higher the chances of indulging in work related interactions in the digital medium. Employees, who use social media quite often, are likely to use these tools in their communication, collaboration, and information retrieval at work.

H2: Social media usage intensity → Personal social media use

The correlation analysis revealed that there is a significant positive relationship meaning that those people who have a high social media intensity also do personal social media activities more often when at work. This is an indication that the digital habits cultivated out of the workplace tend to be transferred to the workplace.

H3: Work-related social media use → Employee productivity

The outcome showed that there was a significant positive relationship. Productive employees were those who browsed social media professionally to access information, to coordinate team members and to find a solution to work related problems. These networks contribute to the minimization of the distance between communication and the improvement of the efficiency of cooperation.

H4: Personal social media use → Employee productivity

The relationship was lower than in the case of use in the work place, but it was still significant. This gives the implication that the use of social media in personal ways does affect productivity, but the orientation is dependent on the intensity of the use and habits by the employees. Short personal interaction can be like a mental refocus to some, and can cause slight distraction to others. According to this model, individual use does have a quantifiable effect on productivity results.

H5: Personal social media use → Digital multitasking

There was a high positive correlation. There is a high likelihood of such employees being prone to digitally multitasking at work after they check personal social media accounts regularly. Such users develop a habit of switching between platforms and tasks very often.

H6: Self-regulation → Employee productivity
High self-regulating employees indicated greater levels of productivity. Those who can suppress impulses, deal with distractions, and remain focused are likely to achieve higher results and have a stable work schedule.

Discussion:

The internal consistency and convergent validity of the constructs are satisfactorily achieved in the reliability

and validity assessment of the constructs. Cronbach alpha was found to vary between 0.58 and 0.71, composite reliability (rho a and rho c) and average variance extracted (AVE) values were typically found to be above acceptable values, which means that the constructs are measured in a consistent manner and represent a significant amount of variance in the underlying latent constructs. It is important to note that constructs of digital multitasking and employee productivity recorded high AVE values (0.72 and 0.69 respectively) indicating good convergent validity.

The findings of the structural model indicate that there are significant findings about the correlation between social media use, self-regulation, digital multitasking, and employee productivity. The path coefficients demonstrate that personal social media use plays a significant role in digital multitasking ($\beta = 0.451$), which is why frequent use of personal social media in the workplace contributes to encouraging employees to alternate between multiple activities and platforms, as they become accustomed to habitual multitasking. On the same note, self-regulation has a very high positive impact on employee productivity ($\beta = 0.606$), impulse control and concentration play a crucial role in ensuring that performance level stays at the same level. The intensity of the social media use is central also, with positive influence on the individual social media (0.157) and the work-based social media (0.154). This validates the claim that employees who are usually active on the social sites tend to expand their usage to personal and professional environments. Surprisingly, work-related use of social media has a positive effect on productivity ($\beta = 0.048$), which proves that the beneficial effect of strategic use of social media in coordination, information seeking, and collaboration leads to greater efficiency at work. Even personal social media use, albeit less strong (0.013), has a significant impact on productivity, which means that moderate personal use could be a temporary cognitive break, which can refresh the concentration.

The values of R-Squared indicate that the model explains the variables under its supervision with a significant level of explanatory power, and the influence of personal and work-related social media use is considerably explained by the social media intensity (0.75 and 0.64, respectively), whereas the results of digital multitasking (0.56) and employee

output (0.51) on the research outcomes are given by the joint effect of independent variables.

All in all, the results indicate that social media has a dual effect, where individual use encourages multitasking, whereas work-related use that is strategic with excellent self-control promotes productivity. The findings also highlight the need to balance the use of social media and the establishment of self-regulation skills as the best way to maximize the performance of employees in the digitally intensive workplace.

Conclusion

This research involved an analysis of the impact of the characteristics of social media use on the productivity of employees based on PLS-SEM using data of 258 employees in India. The findings confirm the existence of a complex influence of social media on workplace behavior and productivity. The intensity of the use of social media became one of the essential conditions of the work-related and personal use, which indicates the natural incorporation of the digital platforms into everyday life. The use of social media at the workplace was positively correlated to employee production because of the ease with which people engaged with each other, communicated, and obtained information. Individual social media usage was also related to productivity and illustrates that even off-task digital use may influence overall performance. Digital multitasking was highly predicted by personal usage which indicates that employees who often use personal online activities are more likely to switch tasks. It was also determined that self-regulation was an important predictor of productivity. The disciplined employees that have the ability to overcome distraction are more productive and the significance of personal behavioral features in technology intensive set ups is justified. Broadly, the research paper brings into the limelight that the productivity in contemporary workplaces is dependent on how the employees utilize social media, their digital behaviors, and capacity to manage attention. Companies need to comprehend these patterns of online behaviors to develop positive work rules and management practices.

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