

Influence of Social Networking in the Work place on Individual Job Performance: Special reference to the Financial Sector in Batticaloa District

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Abstract- Social networking site is all about awareness and connection, and presently the social networking seems to be the tool that affects the job performance of employee in the workplace. The new media is growing so fast that it makes it imperative for employees to embrace the medium. The purpose of the study is to investigate the influence of collaborative technology such as social networking to employee job performance in the workplace. The study evaluate the relationship between social networking and employee performance and examines whether social networking are capable of increasing the levels of employee productivity and satisfaction. It was discovered that the use of social networks at work helped employees improve their performance. Thus, organizations should comprehend about social networking while setting appropriate policies at workplace.

Keywords: Job performance and Social Networking

1. INTRODUCTION

1.1 Background of the Study

Social networking has become one of the most significant business developments of the 21st century as they have added another side to the way people communicate all over the world. Social networking is an online medium of interaction which let people build relations, share ideas, communicate information and bounding society in sentimental stream. Furthermore, social media depends on mobile and web-based technologies to create highly interactive platforms through which individuals and communities share, co-create, discuss, and modify user-generated content. The way to use and respond to social networks is neither a good thing, nor a bad thing, it's just a different thing.

Meanwhile Job performance has been a concern for organizations and researchers. Job performance refers to "behaviors or actions that are relevant to the goals of the organization in question" (McCloy, Campbell, & Cudeck, 1994). Successful organizational communication and knowledge management among organizational members play a key role on promoting employees' job performance. For decades, researchers have been looking for different ways to enhance employee job performance.

Every organization is using social network sites for their professional purposes. So it becomes the need and it's the time for organizations to design workforce according to changing environments. Organization's productivity and profits are based on its employee's performance, and its employees are strongly connecting to social networks. However, like other emerging technologies, social networking, and their usage by employees, have been controversial. This study provides explanatory insights into the capabilities of social networking and its effect on individual job performance of the employees in Finance sector.

1.2 Problem Statement

In the last five years the rapid growth of social media that has been observed is indicative of its importance and its integration into the daily lives of many people in Sri Lanka. According to Warnakula, W.M.S.S, and Manickam, B. (2014) the majority of the employees

visit Social networking sites during office hours in Sri Lanka. There is considerable debate among academics and business practitioners on the value of usage of social networking site use in the workplace. Some claim that usage of social networks sites in the workplace is a waste of time while others believe it leads to improvements in job performance. This study attempts to resolve this controversy by examining the use of social networking sites in the workplace and its effect on individual job performance.

Meanwhile several studies have been conducted on social networking site use covering several topics ranging from ethical issues (Clark & Roberts, 2010) to privacy and security ones (Dinh, 2011; Dwyer et al., 2007; Patel & Jasani, 2010). There are very few researches have yet examined whether the use of social networking sites in the workplace has any potential benefits for businesses in terms of job performance. Therefore, this study attempts to fill this gap in the literature of social networking sites by examining whether the use of social networking sites in the workplace contributes to individual job performance in financial sector.

It is necessary for the managers to determine as to whether social networking in workplace influences individual job performance in their business. As far as the researcher knows no research has been conducted so far in Sri Lanka to examine whether social networking in workplace leads to individual job performance with special reference to Sri Lankan Financial Sector. Thus there exists a clear knowledge gap. This knowledge gap becomes a problem to managers regarding social networking usage of employees. Researcher examines this problem in this study and attempts to fill this knowledge gap and attempts to resolve the controversy by examining the use of social networking sites in the workplace and its effect on individual job performance.

Therefore, the following research problem is advanced in this study,

Does social networking in workplace influences individual job performance with special reference to financial sector?

1.3 Research Questions

1. What is the level of social network usage among the employees of financial sector?
2. What is the level of Individual job performance of financial sector?
3. What is the relationship between usage of social network in workplace and individual job performance of financial sector?
4. Whether the social networking in workplace influences individual job performance of financial sector?

1.4 Research Objectives

1. To assess the level of social network usage in workplace of financial sector
2. To assess the level of Individual Job Performance in financial sector
3. To determine the relationship between social networking in workplace and Individual Job Performance.
4. To identify the influence of social networking in workplace on the Individual Job Performance of financial sector.

2. LITERATURE REVIEW

2.1 The Concept Social Network

“Online Social Network” or “Social Media” is an umbrella term for a broad range of internet-based tools that allow content to be created (incl. conversations) by people using highly-accessible and scalable publishing technologies. There are a variety of online social networking sites available for the people such as Face book, LinkedIn, My Space and YouTube, and Twitter.

Face book – A social networking service where users create personal profiles, add other users as friends and exchange messages, including automatic notifications when they update their own profile. Additionally, users may join common-interest user groups, organized by common characteristics (e.g. workplace).

LinkedIn – A business-related social networking site mainly used for professional networking. Users maintain a list of contact details of people with whom they have some level of relationship, called connections. This list of connections can then be used to build up a contact network, follow different companies and find jobs, people and business opportunities.

Twitter- Twitter is an online social networking and micro blogging service that enables users to send and read short 140-character text messages, called “*tweets*”. Registered users can read and post tweets, but unregistered users can only read them. Users access Twitter through the website interface, SMS, or mobile device app.

YouTube – A video-sharing website on which users can upload, share, and view videos. A wide variety of user-generated video content is displayed, including film and TV clips as well as amateur content such as video blogging. Media corporations including the BBC also offer some of their material via the site. Most videos enable users to leave and exchange comments.

Social network site is a web based service which allows people to sign up in a bounded system, articulating group of people within the same system so as to share personal or academic related information (Boyd and Ellison, 2007). With the improvement of technologies and devices, an online social network has been considered as a salient system.

Social media is the social interaction among people in which they create, share or exchange information and ideas in virtual communities and networks (Ahlqvist 2008). Andreas Kaplan and Michael Haenlein defined social media as "a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of user-generated content" (Kaplan & Haenlein 2010). Furthermore, social media depend on mobile and web-based technologies to create highly interactive platforms through which individuals and communities share, co-create, discuss, and modify user-generated content.

2.1.1 Dimensions of Social Network Usage

Usefulness

Usefulness is defined as the degree to which an individual believes that using a particular system would enhance his or her job performance. Usefulness is the perception that a given technology will help a user achieve his or her work goals. Usefulness refers to the external benefits to the user-system interaction which are improving the job performance. In other words, individuals will use a system only if they perceive its use would assist them achieve the desired performance.

Ease of Use

Ease of use refers to how much mental effort is expended in the use of the system, in which the user assesses the ease of use through the interaction with the system rather than through the outcome of the interaction with the system. Perhaps a person that is strong on innovativeness might be a reflection of open-mindedness for new applications, including Social Networks, deeming them easy to use. (Venkatesh&Bala, 2008). Vankatesh (2000) concluded in his study that the technology acceptance model will be useful because it is perceived by the user to be easy.

Subjective Norms

Subjective norm refers to social pressure to use (or refrain from using) a technology. It results from an agreed-upon understanding of what constitutes acceptable behavior (normative beliefs), and a person's degree of motivation to comply with those beliefs (Davis, Bagozzi, and Warshaw, 1989). Subjective Norm was not part of the original Technology Acceptance Model, but was added later to help explain the influence that coworkers and other employees have on the behavior of an individual.

2.2 The Concept of Job Performance

Job performance has been associated with the ability of the individual employees realizing their respective work goals, fulfilling expectations as well as attaining job targets and/or accomplishing a standard that are set by their organizations. This could mean that job performance as a construct can be defined in different ways due to the different stages and complexities of the job.

Task performance

Almost all frameworks mentioned task performance as an important dimension of individual work performance. Task performance can be defined as the proficiency (i.e. competency) with which one performs central job tasks. Other labels sometimes used for task performance are job-specific task proficiency, technical proficiency, or in-role performance. It includes for example work quantity, work quality, and job knowledge.

Contextual performance

Although task performance has been the traditional focus of research, researchers have come to believe that individual work performance is more than meeting prescribed work goals. In both generic and job-specific frameworks, one or more dimensions of

contextual performance have been included. Contextual performance can be defined as individual behaviors that support the organizational, social and psychological environment in which the technical core must function.

Adaptive Performance

Adaptive performance is defined as the extent to which an individual adapts to changes in a work system or work roles. It includes, for example, solving problems creatively, dealing with uncertain or unpredictable work situations, learning new tasks, technologies and procedures, and adapting to other individuals, cultures or physical surroundings

Counterproductive work behavior

Attention for counterproductive work behavior (CWB), defined as behavior that harms the well-being of the organization, has increased in recent years. It includes behaviors such as absenteeism, being late for work, engaging in off-task behavior, theft, and substance abuse. Almost half of the generic individual work performance frameworks incorporated one or more dimensions of counterproductive work behavior.

2.3 The Potential of Social Media on Job Performance

Several studies have been conducted on the potential relationship of social media and job performance, examining a variety of important aspect. For instance, North (2010) explored the benefits as well as the risks of the use of social networking sites in the workplace and concluded that employees believe that social networking site use in the workplace is worthwhile. This finding is not surprising, given that one of the primary objectives of using social media is to maintain and strengthen our network ties, which means that we can develop new relationships as well as to maintain existing relationships. Ellison et al. (2007) found a strong association between the intensity of use of Facebook and social capital and that using this social media can help certain users to deal with low self-esteem and low life satisfaction. The same study found that the ability of employees to access Facebook at work was a great incentive for the retention and organizational commitment of new hires as they can be socially connected with family, friends, and other co-workers in the workplace. Furthermore, Bennett et al. (2010) report that the benefits of social media use in the workplace can include enhanced collective knowledge, improved knowledge, increased productivity, and improved morale. In sum, the use of social networking sites by employees could lead to benefits to the employees' job performance.

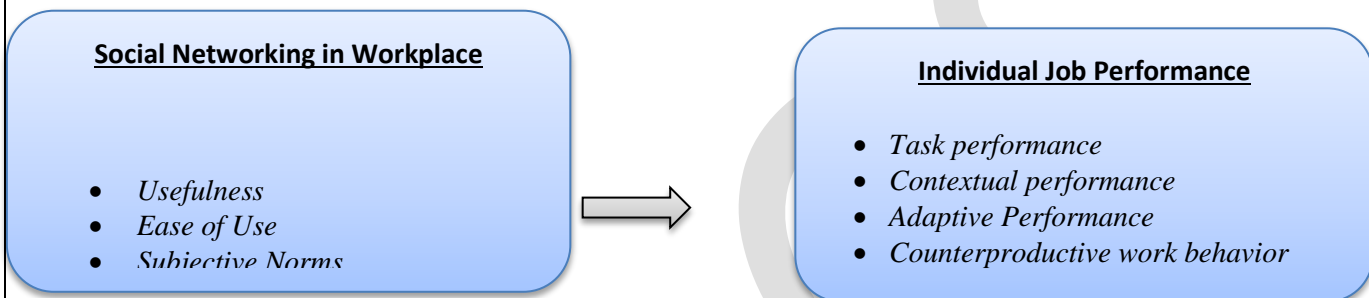
On the other hand, some studies suggest that the use of social media in the workplace might lead to loss in employees' productivity. Indeed, it was found that full Facebook access in the workplace results in a 1.5 percent drop in productivity (Nucleus 2009). Social media use can be argued to lead to distraction, reducing individuals' task performance. For instance, in an academic setting, students, using social networking sites while studying, reported to have lower performance than their peers (Kirschner & Karpinski 2010). In addition, by blurring the boundaries between life and work realms, social media use by organizational members might cause home and leisure issues to interfere with job responsibilities, thereby resulting in diminished job performance (Allen et al. 2000; Kossek & Ozeki 1999).

3. CONCEPTUALIZATION AND METHODOLOGY

3.1 Conceptual Frame Work

Conceptual framework is an important aspect to understand the concept of research study. The main theme of the study was to establish the link between social networking in work place and individual job performance. The research has been conceptualized within a framework to clear cut picture of study.

Figure 1: Conceptual Frame Work



[Source: MOQBEL, M., (2012) Linda K, Claire, M. B., Vincent, H., et al (2011)]

The figure 1 depicts the relationship between social networking in work place and individual job performance. As commonly known, conceptual framework connects constructs and variables (Mbengue & Derumez, 2001). According to figure 1, social networking in work place and individual job performance are the constructs. Social networking in work place is considered as independent variable and Individual job performance is considered as dependent variable. Meanwhile individual job performance can be measured in terms of Task performance, Contextual performance, Adaptive performance and Counterproductive work behavior as suggested by Linda K, Claire, M. B., Vincent, H., et al (2011). Hence above conceptual framework establishes links between the social networking in work place and with the variables of individual job performance.

3.2 Hypothesis for the Study

Several studies have focused on social networking sites, but they rarely touch on the effects of social networking sites on job performance. For instance, North (2010) examined the use of social networking sites in the workplace by prospective and current employees. He found that although some participants find social networking site use to have aspects, he believes that its use at work is worthwhile.

This leads to the following hypothesis:

Hypothesis 1: Social networking usage is positively associated with job performance.

Measurement and scaling are important to investigate the accurate data. Measurement refers to conveying numbers to the objects based on the pre-specified instructions (Malhotra, 1996:271). There are four type of measurement such as nominal, ordinal, interval, and ratio. This study is to investigate influence of Social Networking in the Work place on Individual Job Performance in financial sector employees and statistical analyses are made according to employees' responses. For that reason, this study focuses on primary

data and it uses two measurements such as nominal and ordinal scaling. Demographic factors are based on nominal scaling and rest of the variables such as Social networking usage and Individual Job Performance are measured on ordinal scaling. Because 5-point scale technique is carried out to measure them.

3.3 Research Design

Sampling

The sampling process involved a range of an adequate number of elements from the population grounded on data collected from a subset; an inference of the characteristics of the entire population could be made (Churchill & Iacobucci, 2004; Emory & Binks, 1976; Sekaran, 2000; Zikmund, 2000).

Study Population

Sekaran (2000) stated as “A population is considered to be any group of people, events, or things that are of interest to the researchers and that they wish to investigate”. A study population is the aggregate of all the elements that share some common set of characteristics and that comprise the universe for the purpose of the research. The geographical boundary of research is Batticaloa district. The total number of employees working in the financial sector in Batticaloa district is around 800 from 60 branches of Banking, Insurance and other financial Institutions.

Sampling Method

In this study, Simple Random Sampling technique is carried out. Simple Random Sampling is each element in the population has a known and equal probability of selection. Every element selected independently of every other element and sample is drawn by a random procedure from a sampling frame. Based on percentage of the total number of employees of financial sector in Batticaloa district, 260 staffs are randomly selected for data collection based on the sampling table by Krejcie & Morgan, 1970.

3.4 Data Collection

For the purpose of this study, structured questionnaire was used to collect the required information. Questionnaires were issued by researcher for the employees of financial institutions through personal visit to the financial sector Institutions. The questionnaire comprised three main sections: Section 1 – demographic factors, Section 2 – study information about social networking usage and Section 3 – study information individual job performance. For study variables, data were collected through closed ended statements with a degree of agreement measured with 5 point Likert's scale of 1-5 from every employee's point of view.

In this study, the independent variable, social networking usage measured with 15 statements. Correspondingly, the dependent variable, individual job performance was measured with 20 statements.

3.5 Data Analysis and Evaluation

Data analysis and evaluation are based on the research problem and research objectives. In this study, Univariate and Bivariate analyses were carried out using the SPSS software package to evaluate the findings.

The statistical tools used for this study are described as under:

- Mean
- Standard Deviation
- Pearson coefficient correlation
- Regression Analysis

4. DATA PRESENTATION AND ANALYSIS

4.1 Analysis of Reliability

A reliability test for each independent and dependent variables of the study was performed which showed that Cronbach's' alpha coefficients were above 0.60 for all four independent variable and dependent variable. Therefore, all items considered in this study are to be reliable, which suggests that the internal reliability of the instrument is satisfactory.

Table 1- Reliability Analysis

Variables	Cronbach's Alpha value
Social Network Usage	0.835
Job Performance	0.779

(Source: Survey Data)

4.2 Research Information

Research information considers a main independent and dependent variables of financial sector. For this study, Social Network usage is selected as important independent variable. Under these variable appropriate dimensions also considered to analysis based on research objectives.

4.2.1 Level of Social Network Usage in Workplace of Financial Sector

Table 2- Descriptive Statistics of Social Network Usage

	N	Minimum	Maximum	Mean	Std. Deviation
Usefulness	260	1.50	5.00	3.6298	.75023
Ease of Use	260	1.00	5.00	3.4564	.87937
Subjective Norms	260	1.00	5.00	3.6596	.71221
Social Network Usage	260	1.61	5.00	3.5819	.67984
Valid N (list wise)	260				

(Source: Survey Data)

The independent variable of Social Network Usage has high level in employees of financial sector in Batticaloa District (Mean = 3.582). In addition, most of the respondents expressed the common opinion regarding the independent variable of Social Network Usage (SD = 0.679). It is also noted that about 56.2% percent of respondents have high level of attribute, 37.3% of percent of respondents have moderate level of attribute and while only about 6.5% claim a low level in the independent variable of Social Network Usage, respectively (see Table 3).

Table 3- Percentage of Social Network Usage

Level of Social Network

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid High Level	146	56.2	56.2	56.2
Low Level	17	6.5	6.5	62.7
Moderate Level	97	37.3	37.3	100.0
Total	260	100.0	100.0	

(Source: Survey Data)

This Social Network Usage includes three dimensions which are Usefulness, Ease of use and Subjective norms. That two dimensions show high level of Social Network Usage in financial sector. They have the mean values 3.629, and 3.659, respectively (see Table 2). And the dimension, Ease of Use shows the moderate level in financial sector. Among 260 respondents, the Usefulness and Subjective norms have contributed to Social Network Usage, rather than Ease of use.

4.2.2 Level of Individual Job Performance in financial sector

Table 4- Descriptive Statistics of Job Performance

	N	Minimum	Maximum	Mean	Std. Deviation
Task Performance	260	1.40	5.00	3.7169	.63843
Contextual Performance	260	1.60	5.00	3.5854	.64090
Adaptive Performance	260	1.00	5.00	3.4785	.68317
Counterproductive Work Behaviour	260	1.00	5.00	3.9962	.90258
Job Performance	260	1.90	4.95	3.6942	.56165

	N	Minimum	Maximum	Mean	Std. Deviation
Task Performance	260	1.40	5.00	3.7169	.63843
Contextual Performance	260	1.60	5.00	3.5854	.64090
Adaptive Performance	260	1.00	5.00	3.4785	.68317
Counterproductive Work Behaviour	260	1.00	5.00	3.9962	.90258
Job Performance	260	1.90	4.95	3.6942	.56165
Valid N (list wise)	260				

(Source: Survey Data)

The dependent variable of Job Performance has high level in employees of financial sector in Batticaloa District (Mean = 3.694). In addition, most of the respondents expressed the common opinion regarding the dependent variable of Job Performance (SD = 0.562). This Job Performance includes four dimensions which are Task performance, Contextual performance, Adaptive performance and Counterproductive work behavior.

Three dimensions show high influence of Job Performance in financial sector and one shows the moderate level. They have the mean values 3.716, 3.585, 3.478 and 3.996, respectively (see Table 4). Among 260 respondents, the Counterproductive work behavior has contributed to Job Performance, rather than other dimensions.

Table 5- Level of Job Performance

Level of Job Performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid High Level	172	66.2	66.2	66.2
Low Level	6	2.3	2.3	68.5
Moderate Level	82	31.5	31.5	100.0
Total	260	100.0	100.0	

(Source: Survey Data)

It is also noted that about 66.2% percent of respondents have high level of attribute, 31.5% of percent of respondents have moderate level of attribute and while only about 2.3% claim a low level in the dependent variable of Job Performance in financial sector in Batticaloa District, respectively (see Table 5).

4.2.3 Correlation Analysis - Relationship between Social Network Usage in workplace and Individual Job Performance.

Correlation measure how variables or rank orders are related. Pearson’s correlation coefficient is a measure of linear association. In this study, the Pearson’s correlation coefficient with two-tailed test of significance was considered since the data was quantitative and normally distributed variables. This analysis was made to investigate the relationship between the following variables.

The table 6 shows the Pearson’s correlation between Social Network Usage and Job Performance of financial sector in Batticaloa District. The significance is at 0.01 level (2-tailed), and coefficient of correlation (r) is falls between “0.3 to 0.49”. It is found as a Moderate positive influence (0.461**) correlation (see Table 6, Correlation between Social Network Usage and Job Performance).

Table 6- Correlation between Social Network Usage and Job Performance

Correlations

		Job Performance	Social Network Usage
Job Performance	Pearson Correlation	1	.461**
	Sig. (2-tailed)		.000
	N	260	260
Social Network Usage	Pearson Correlation	.461**	1
	Sig. (2-tailed)	.000	
	N	260	260

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

(Source: Survey Data)

This table shows that each interaction of variable between independent and dependent variable with the significant level of 0.001 This indicates that the correlation was significant and relationships are linearly correlated. Therefore, we can conclude that there is a moderate positive relationship between Social Network Usage and Job Performance of financial sector in Batticaloa District.

4.2.4 Regression Analysis - Influence of social network usage on the Individual Job Performance

Regression analysis is used to predict the value of a variable based on the value of more than two variables. The variable used to predict is called the dependent variable. The variables using to predict the value of the dependent variable are called the independent variables.

The "R Square" statistic indicates that the one independent variable in the regression model account for 21.2 % of the total variation in Job performance. In other words, 21.2% of the variation in Job performance is explained by Social Network Usage (see in Table 7).

Table 7- Simple Regression Model

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.461 ^a	.212	.209	.49944

a. Predictors: (Constant), Social Network Usage

(Source: Survey Data)

The "Adjusted R Square" 20.9% indicates that it is an adjustment of the R-squared that penalizes the addition of extraneous predictors to the model. The Adjusted R² statistic is typically smaller than the R² statistic because it downward adjusts the R² statistic when additional variables of limited significance are added to a model. It is a common practice to say that one regression model "fits" the data better than another regression model if its adjusted R² statistic is higher.

The Sig. for the model is 0.000 which is significant at 0.001 level is shown in table 8. Accordingly, the model is good fit for the data.

The unstandardized constant statistic 2.331 units show that the model would predict if all of the four independent variables were zero (see in Table 8).

The b coefficient for Social Network Usage is 0.381. This means that on average, if go up by 1 point on the Social Network Usage Scale then the Job Performance will improve by 0.381.

Table 8- Coefficient of Determinations

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		

1 (Constant)	2.331	.166		14.005	.000
Social Network Usage	.381	.046	.461	8.339	.000

a. Dependent Variable: Job Performance

(Source: Survey Data)

According to the p-values, Social Network Usage is significant at 0.001. This means there is a significant influence of Social Network Usage on Job Performance in this sample (see in Table 8).

Based on this Table 8, the equation for the regression line is:

$$Y = 2.331 + 0.381 (\text{Social Network Usage})$$

According to the regression analysis Social Network Usage significantly impact the Job Performance of employees in financial sector in Batticaloa District.

4.2.5 Test of Hypothesis

Hypothesis testing is a method for testing a claim or hypothesis about a parameter in a population, using data measured in a sample. In this method, test some hypothesis by determining the likelihood that a sample statistic could have been selected, if the hypothesis regarding the population parameter were true.

H₀: Social network usage is not positively influence job performance.

H₁: Social network usage is positively influence job performance.

Table 9- Hypothesis Test

ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	17.345	1	17.345	69.534	.000 ^a
Residual	64.357	258	.249		
Total	81.701	259			

ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	17.345	1	17.345	69.534	.000 ^a
Residual	64.357	258	.249		
Total	81.701	259			

a. Predictors: (Constant), Social Network Usage

b. Dependent Variable: Job Performance

(Source: Survey Data)

Based on the table 5.31 for the linear regression ($F(1, 258) = 69.534, p < 0.001$), the independent variable “Social Network Usage” is significantly influence dependent variable “Job Performance”. Since the probability of the F statistic ($p < 0.001$) was less than the level of significance (0.005). Thus, fail to accept the null hypothesis and conclude that Social network usage is positively influence job performance.

5. CONCLUSIONS & RECOMMENDATIONS

5.1 Conclusions

In this changing world, adaptability is becoming the most important capability for employees and the organization as well. In other word, adaptability is the key factor to employees’ job performance (Pulakos et al. 2000). While most existing studies mainly explore how social media influence employees’ job performance in the perspective of work-life balance and wasted time, it is necessary to incorporate the impact of social media on job performances. Therefore, in this study, a mechanism based on job performance theory is studied.

In the mechanism, social media is expected to play a positive role in promoting knowledge sharing and strengthen network ties, thus enhancing individuals’ adaptability to changing environment. Besides, a good adaptability ensures that employees can perform effectively in the workplace.

Several studies have been conducted on the potential relationship of social media and job performance, examining a variety of important aspect. For instance, North (2010) explored the benefits as well as the risks of the use of social networking sites in the workplace and concluded that employees believe that social networking site use in the workplace is worthwhile. This finding is not surprising, given that one of the primary objectives of using social media is to impact employees job performance, which means that we can develop new relationships as well as to maintain existing relationships.

Ellison et al. (2007) found a strong association between the intensity of use of Facebook and social capital and that using this social media can help certain users to deal with low self-esteem and low life satisfaction. The same study found that the ability of employees

to access Facebook at work was a great incentive for the retention and organizational commitment of new hires as they can be socially connected with family, friends, and other co-workers in the workplace.

Furthermore, Bennett et al. (2010) report that the benefits of social media use in the workplace can include enhanced collective knowledge, improved knowledge, increased productivity, and improved morale. In sum, the use of social networking sites by employees could lead to benefits to the employees' job performance.

5.2 Recommendations

Exploring the presented issue has a large implication for the financial sector in Sri Lankan context. Especially it carries interest for HR departments who have concern for employee's performance. First, financial institutions should focus on employee's behavior towards using social networks. Financial institutions can design their training programs according to habits of using social networks of employee's. For example, financial institutions can make Facebook page and use it for training purpose. HR department can update its policies, new training programs, meeting schedules, training tools, inspirational quotes on Facebook training page.

Secondly, financial institutions' HR department can use Facebook or other social network profiles of employees to screen out required skills for newly launched/planned project. Financial institutions can use these social networks to enhancing skills/ abilities, knowledge/qualification, productivity/outcomes and motivation level of employees. Financial institutions can create the right directions of usage of social networks by employees.

On the other hand, financial institutions should develop right attitude in its employees for using social networks. It should be taken as positive and ethical medium of social communication. Financial institutions' employees should take social networks as a constructive medium for learning new things, ideas, creating social contacts, having emotional catharsis instead of destructive medium or behaving below morality. At social networks employee are representator/ symbol of these organizations. Their below morality activity or behavior can spoil the image of the organizations in spectator's point of view. So, financial institutions can avail social networking platforms for developing and enhancing employee's performance.

Importantly, there can be some unknown factors too which can affect impact of using social networks on employee performance. Which suggest grounds like positive or negative behavior of employee, lazy attitude of employee, wrong perception while reading status updates, etc. These variables can provide ground for further investigations. This model assists financial institutions for designing employee training programs and making training program more interesting, attractive and matching to young generation's behavior.

5.3 Implications and Future Research

The results of this study have several implications for academics and practitioners. The findings of this study indicate that engaging in the use of social networking sites in the workplace shares a relationship with job performance. From a theoretical point of view, this study contributes to the social networking usage and job performance literature. In the previous social networking site literature, few studies were found to analyze the relationship between those latent variables.

It is clear that innovative behavior and job satisfaction are extremely important predictors of job performance. Social networking site use intensity's influence on job performance was mediated by both innovative behavior and job satisfaction. Therefore, some parts of

the proposed model are confirmed. This study demonstrates that social networking site use intensity should be used as an important predictor of innovative behavior, job satisfaction, and job performance. This is an encouraging step pointing to the need for further testing of the proposed model in future longitudinal studies.

This study collected cross-sectional data at a single point in time through a one-time issuance of the survey instrument. To more holistically explore the relationship between social networking site use intensity and its association with job performance, a longitudinal study design is worth investigating. This longitudinal study would allow researchers to better track the growth of participants' use of social networking sites which in turn could offer greater insight into the association between social networking site use and job performance and other work-related outcomes.

From a practical point of view, this study conveys several implications to organizations and human resource departments, in particular. It is reasonable to conclude that professionals in charge of human resource departments would benefit from understanding the associations elicited by this study. In particular, this study has great practical implications for organizations since understanding relationships between social networking site usage and job performance can help reveal the underlying rationale for organizations to either allow or disallow the use of social networking sites in the workplace.

As the findings suggest, the social interaction of employees with coworkers, friends, and family members through social networking sites provides them with social support which enhanced their job satisfaction, organizational commitment, innovative behavior, and job performance. This suggests that organizations should help employees to socially interact and socialize with coworkers, family members, and friends while in the workplace using social networking sites.

The results suggest that, in order to obtain better work-related outcomes and ultimately job performance, employees should involve themselves in social networking site use, a main source of social support. Establishing a social support network with people from different backgrounds through social networking sites would help employees become happier at work, become more innovative and committed to their organizations, and perform better. In sum, this study suggests that organizations should add the adoption of the use of social networking sites in the workplace to their arsenal of practices that enhance job satisfaction, organizational commitment, innovative behavior, and job performance.

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