



Impact of Social Media Engagement on Employees' Work Productivity in a Government Bank in Panay Island, Philippines

Angelica Joy P. Julio¹, Jose Benedict I. Viray², Benzene L. Monsanto²,
Syrill V. Valenzuela¹, John M. Montojo¹, Roxanne T. Talde¹,
Marl Jeffone S. Reyes³, Jesus P. Briones²

¹National Housing Authority, Philippines

²World Citi Colleges, Philippines

³Magsaysay Learning Resources Inc., Philippines

Received: February 9, 2026

Revised: March 8, 2026

Accepted: April 22, 2026

Online: April 30, 2026

Abstract

The widespread popularity of the internet has made Social Media Engagement (SME) of employees while at work an increasingly common phenomenon in any organizational setting. This study examined the relationship between SME and Employees' Work Productivity (EWP) within a government banking institution in Panay Island, Philippines. Employing a quantitative, non-experimental cross-sectional survey design, data were gathered from 79 employees through a structured questionnaire and analyzed using descriptive statistics and multiple linear regression. Findings revealed that employees in their early to mid-career, mostly rank-and-file staff, are engaged with social media at a moderate level, primarily for stress relief and brief mental breaks, with Meta platforms being the most frequently used during working hours. Despite this engagement, employees consistently demonstrated high EWP across efficiency, output quality, and timeliness of task completion. Regression analysis further indicated that both the frequency and purpose of SME were significantly and positively associated with all dimensions of EWP. Moreover, employees strongly disagreed that SME caused distraction, delays, or reduced focus at work. Based on these findings, proposed strategies were formulated to improve the EWP through effective regulation of SME in the workplace. Theoretically, the study extends Job Demands-Resources Theory by showing that controlled and purposeful SME can serve as a job resource that enhances EWP in a government bank setting. In practical terms, the findings offer valuable insights for policymakers and institutional leaders in developing balanced workplace social media guidelines that foster employee well-being while maintaining high performance standards.

Keywords: *Government Bank, Job Demands-Resources Theory, Social Media Engagement, Social Media Platform, Work Productivity*

INTRODUCTION

Employee productivity is crucial in government banking institutions, making it important to understand how Social Media Engagement (SME) affects performance. Research examining the importance of these factors is highly significant in the banking sector, where contextual job resources and evolving job demands shape productivity and employee vitality (Kumari et al., 2023). The rise of social media and internet use has altered daily life (Reyes et al., 2018), and increasing workplace engagement with social media is impacting employee performance and productivity (Priyadarshini et al., 2020).

Employee productivity and responsible digital engagement in government banks are critical to ensuring service quality, transaction accuracy, compliance, and timely client service, all of which directly sustain public trust in institutions managing public funds. Unmonitored or inappropriate social media activity poses significant risks, including reputational damage, legal penalties, and breaches of confidentiality, making structured engagement essential for institutional accountability and reliability.

Copyright Holder:

© Angelica, Jose, Benzene, Syrill, John, Roxanne, Marl & Jesus. (2026)
Corresponding author's email: jpbriones1961@gmail.com

This Article is Licensed Under:



The use of social media in the workplace can either reduce Employees' Work Productivity (EWP) through time wastage or enhance performance (Hussien et al., 2024). While its widespread use has raised concerns regarding work efficiency and productivity (Prescott, 2025), social media increasingly supports employee communication and information exchange (Jafar et al., 2019). As both work-related and social media use have been shown to affect employee performance positively (Dantas et al., 2022), understanding the relationship between SME and EWP is essential.

International studies highlight the growing relevance of SME in technology-driven banking environments. In the Indian banking sector, EWP has become a key research focus amid rising technology adoption (Kumari et al., 2023). In the Middle East and North Africa, social media usage contributes significantly to bank performance, including profitability, growth, market value, customer satisfaction, and employee performance (Mahboub, 2018). A similar study in Nepal suggested that it is important for companies to not only use social media to connect with customers but also to train their employees to be flexible in the face of these changes (Khadka & Khadka, 2024).

Further evidence from a study of Sri Lanka's finance and banking sector confirmed that organizational productivity and profitability are linked to employee performance (Kishokumar & Thiyagarajan, 2015). Subsequently, a study by an Indonesian-based company emphasized that Asian banks are seeking higher productivity from their staff in an increasingly digital world (Annisa et al., 2024). The financial industry, including the banking sector, is undergoing rapid transformation, and productivity challenges are increasingly employee-driven (Jackson & Allen, 2024).

In this context, SME is relevant as it influences employee behavior, communication, knowledge sharing, focus, and work-life boundaries. Despite the growing international literature on the relationship between SMEs and EWPs, limited attention has been paid to government banks in the Philippines, where regulatory structures, workflow processes, and technology adoption may differ. This study addresses this gap by examining how the frequency and purpose of SME relate to EWP in the Philippine government banking context, building on international evidence while contextualizing the findings to local institutional realities.

Building on this broader gap, it is important to note that, to the researchers' knowledge, there is no existing study on the relationship between SMEs and the workplace setting of a government bank in the Philippines, particularly on Panay Island. Although previous studies on social media usage have been conducted in Philippine industries like education (Dimacangun & Guillena, 2023), freelancing (Soriano & Cabañes, 2020), retail merchandising (Sumague & Briones, 2022), business process outsourcing (Caubang et al., 2025), and health services (Marzo et al., 2024), these industries differ substantially in structure, regulatory environment, and accountability mechanisms from government banks, thus this study aimed to fill the gap by exploring the relationship of SME to the EWP of employees working in a government bank.

This study focuses on a government bank in Panay Island, Philippines, where employees actively engage with social media during working hours. As a public financial institution, the bank plays a vital role in delivering essential financial services to the communities and promoting development within the island of Panay. The study is highly meaningful because government banks serve as a primary catalyst for rural development and provide essential financial services that advance financial inclusion.

Panay Island offers unique insights into how bank employees manage their SMEs alongside productivity in a region heavily reliant on agriculture, fisheries, and tourism, sectors that are less visible in urbanized areas of the Philippines. Like many banking institutions, it must balance the formulation of standards and policies that ensure organizational objectives are met while maintaining a work environment that supports employee productivity and job satisfaction. The

study is important for these institutions to fully understand why bank employees, despite heavy workloads, continue to use social media during working hours.

The focus is timely in the digital age, as banks increasingly use social media to promote services, enhance customer satisfaction, and support employee performance through meaningful engagement. Given the multi-dimensional nature of employee productivity, encompassing efficiency, quality of work output, and timeliness (Avrianto & Gumilar, 2022), further examination is necessary within the Job Demands–Resources (JD–R) framework, as SME may function as a job resource when it supports communication, information access, and psychological recovery. However, it also becomes a job demand when excessive use creates distractions, workflow interruptions, and risks to service quality, compliance, and turnaround time that directly affect public trust in government banks (Bakker & Demerouti, 2017).

Therefore, this study examined the relationship between SME and EWP in a Philippine government banking institution, guided by the following objectives: (1) To describe the demographic profile of employees, including age, gender, department, work role, educational attainment, and social media preference; (2) To determine the frequency and purpose of SME of employees during working hours; (3) To identify the relationship of SME on EWP in terms of efficiency, quality of work output and timeliness in completing tasks; (4) To identify the challenges arising from SME that may affect EWP; and (5) To propose strategies to improve EWP through effective regulation of SME.

In line with these objectives, the study addressed the following research questions: (1) What are the demographic characteristics of employees in this government bank? (2) What is the frequency and purpose of employees' SME during working hours? (3) How is SME associated with employee work productivity in terms of efficiency, quality, and timeliness? (4) What challenges arise from employees' SME that affect EWP? (5) What proposed strategies can be developed to improve EWP through responsible SME regulation?

Theoretically, this research contributes to the literature by extending the JD–R framework to the context of government banking, a sector where confidentiality, accuracy, and timeliness are critical, showing how SME may function as either a job resource or a job demand in the workplace. Managerially, the study offers practical insights for institutional leaders and policymakers by highlighting how patterns of social media use influence employee performance, informing strategies to balance personal and work-related engagement, improve operational efficiency, and establish guidelines for responsible social media use in the workplace.

LITERATURE REVIEW

Aligned with the study's objectives, the researchers conducted a thorough review of the related literature from reliable sources to deepen their understanding of the study variables. This section discusses the impact of SME on EWP.

Job Demands–Resources (JD-R) Theory

The JD-R Theory serves as the primary theoretical benchmark for this study, as it explains how various aspects of the work environment influence employee motivation, well-being, and productivity. The theory posits that every job consists of two core components: job demands and job resources. Job demands are aspects of work that require sustained physical, emotional, or cognitive effort and can lead to stress or exhaustion when excessive.

In contrast, job resources are factors such as social support, effective communication, autonomy, and access to tools that help employees meet job demands, achieve work goals, and remain engaged (Bakker & Demerouti, 2017; Lesener et al., 2019). Contemporary research consistently shows that job resources play a critical role in fostering work engagement, which in

turn leads to improved performance and productivity. In contrast, excessive demands without adequate resources can reduce employee effectiveness (Bakker et al., 2023). Thus, the theory underscores the crucial role of resources in sustaining productivity and engagement.

Within this framework, SME can function as a job resource when it supports work-related communication and collaboration. Platforms that allow employees to quickly share information, coordinate tasks, and exchange knowledge can improve workflow efficiency. Social media may also provide social support among colleagues, enabling employees to seek advice, encouragement, or feedback from coworkers.

In addition, short and controlled interactions with social media may serve as micro-breaks that help employees recover mental energy and maintain focus during demanding tasks. When used in these ways, SME can strengthen work engagement, a positive work-related state characterized by vigor, dedication, and absorption in one's job. Therefore, when SME enhances communication, support, and recovery, it operates as a job resource that can improve employee productivity.

However, SME may also function as a job demand when it disrupts the work process. Frequent notifications, messages, or non-work-related content can cause constant interruptions, forcing employees to repeatedly shift attention between tasks. This task switching may reduce concentration and efficiency while increasing cognitive load. In addition, excessive exposure to information on social media may lead to information overload, making it more difficult for employees to process relevant work content.

Social media can also blur the boundaries between work and personal life, contributing to boundary strain and mental fatigue. When these negative conditions occur, SME may generate technostress or work fatigue, which can reduce employee engagement and productivity. Thus, when SME leads to interruptions, overload, and boundary strain, it functions as a job demand that may hinder performance.

In the context of the present study, JD-R Theory provides a useful framework for understanding how SME affects EWP. According to JD-R Theory, productivity is highest when job resources outweigh job demands, indicating that the effect of SME largely depends on how it is managed and integrated into work processes (Demerouti, 2025). Thus, JD-R Theory explains why SME can either enhance or hinder EWP depending on whether it functions as a resource or a demand in the workplace.

Social Media Engagement (SME)

SME refers to interactions and participation with content on social media platforms. Its use has expanded into professional settings, where employees increasingly integrate social media into their workdays. In this study, SME is examined along two dimensions: the frequency and purpose of engagement.

Existing literature shows that SME frequency varies across platforms, with Facebook, Instagram, and WhatsApp reporting higher usage than Twitter, which is accessed less frequently (Barrera-Verdugo & Villarroel-Villarroel, 2022; Van den Eijnden et al., 2016). In workplace contexts, employees commonly access social media at moderate levels, with 67% spending less than one hour, indicating controlled rather than excessive use (Adzovie et al., 2017).

The purpose of SME further explains usage patterns in professional environments, as employees engage in social media for both personal interaction and work-related activities such as networking, collaboration, and accessing job-related information, underscoring its functional role at work (Van Zoonen et al., 2016). Together, these findings suggest that SME in the workplace varies in both frequency and purpose. In structured institutions such as government banks, where efficiency, accuracy, confidentiality, and timeliness are essential, these dimensions of SME become critical.

Employees' Work Productivity (EWP)

EWP is typically measured by efficiency, output quality, and timeliness. These three dimensions capture the full picture of how well an employee contributes to organizational goals. Each one addresses a different but complementary aspect of performance. In terms of efficiency, this dimension explains how effectively an employee uses resources (time, effort, tools) to complete tasks. In this context, coordinating with colleagues, sharing knowledge, or accessing information can improve efficiency by reducing communication delays and streamlining workflows (Çelebi & Terkan, 2020; Kasim et al., 2022).

According to Cornel et al. (2025), timely access to resources and peer support through social platforms enables employees to complete tasks more quickly and avoid repeated inquiries or miscommunication. On the other hand, employees' output quality supports collaboration and knowledge exchange. Work-oriented engagement helps employees validate information, seek expert advice, and collaborate on problem-solving, improving task accuracy and completeness (Caubang et al., 2025; Celestino et al., 2025; Faller et al., 2025). It also supports knowledge transfer and social capital, enhancing employees' ability to deliver high-quality results through greater engagement and collaboration (Kasim et al., 2022; Medan & Yusuf, 2024).

Timeliness, another key aspect of productivity, helps employees track progress, respond promptly, and meet deadlines (Çelebi & Terkan, 2020). In banking institutions, EWP, measured by efficiency, quality, and timeliness, is directly tied to customer satisfaction, operational cost control, and regulatory compliance. These three dimensions ensure that banks remain competitive while delivering reliable financial services.

Impact of SME on EWP

The relationship between SME and EWP can be positive and negative, depending on how the platforms are used. Social media can enhance productivity by facilitating communication, knowledge sharing, and collaboration, enabling faster decision-making and problem-solving (Mohamed et al., 2019; Van Zoonen et al., 2016; Adzovie et al., 2017), demonstrating a positive relationship between SME and EWP. These functions enable employees to exchange information quickly and coordinate tasks more efficiently, potentially improving workflow and task completion. Thus, when used for work-related purposes, SME can support productivity through improved communication and collaboration.

Conversely, excessive SME during working hours has been linked to decreased efficiency and lower-quality work. According to Tirtana et al. (2024) and Zhao et al. (2021), unregulated personal use can delay tasks, disrupt workflows, and reduce team performance. Similarly, Angeloska-Dichovska et al. (2022) revealed that engagement with platforms such as Facebook, Instagram, and WhatsApp can distract employees from responsibilities, leading to delayed task completion and increased error rates. Therefore, the negative effects of SME often emerge when engagement becomes excessive or unrelated to work tasks. This dual effect highlights that the impact of SME on EWP is largely contingent upon the purpose, duration, and type of engagement.

These contrasting results show that the effects of SME depend not just on frequency, but also on its purpose and the characteristics of the work environment. Therefore, the relationship between SME and EWP remains complex and context-dependent. Overall, SME's impact depends on whether employees use it as a tool for efficiency and collaboration or as a source of distraction. Hence, SME can either support or hinder task completion depending on how it is used during work hours.

Research suggests that there may not always be a significant link between SME and EWP. This is largely because the effects of social media depend on individual habits, job roles, and how organizations manage their use. Some employees might use social media at work without any

negative impact, while for others, it can be distracting in certain situations. Factors like workplace policies and team culture also play a role in shaping these outcomes. In some cases, studies have found no clear effect on efficiency, quality, or timeliness, even when social media is part of daily routines (Van Zoonen et al., 2016; Azaakandire & Abdul-Rahaman, 2025).

Based on the reviewed literature, the relationship between SME and EWP appears to vary depending on how social media is used in the workplace. Studies suggest that work-related engagement may enhance productivity through improved communication, collaboration, and knowledge sharing, while excessive or non-work-related engagement may create distractions that hinder performance. While this study is anchored in JD-R Theory, which posits the important role of resources in sustaining productivity and engagement, the following alternative hypotheses were formulated:

H₁: SME in terms of frequency is significantly related to EWP in terms of efficiency, quality of work output, and timeliness in completing tasks.

H₂: SME in terms of purpose is significantly related to EWP in terms of efficiency, quality of work output, and timeliness in completing tasks.

Challenges Arising from SME that Affect EWP

Several studies highlight several significant challenges arising from SME that may adversely affect EWP. Social media distractions, particularly frequent checking of notifications and non-work-related interactions, disrupt employees' concentration and workflow, resulting in reduced efficiency and diminished quality of work output (Prescott, 2025; Brooks & Califf, 2017). Additionally, uncontrolled social media use at work increases task-switching frequency, which not only consumes time but also elevates cognitive costs, resulting in slower performance and higher error rates (Momoh et al., 2025).

These disruptions are especially critical in government banking environments where sustained attention and accuracy are essential for service delivery and meeting deadlines. Thus, distraction and task switching represent key mechanisms through which SME may reduce employee productivity.

Beyond distraction, SME presents broader challenges related to workplace stress and emotional well-being. Excessive SME during working hours can lead to emotional exhaustion and work-life conflict, especially when employees feel compelled to respond immediately or stay "connected" for work purposes (Cao & Yu, 2019). Moreover, while some social media use may enhance informal communication, it can also blur the boundaries between work and personal life, further complicating employees' ability to focus on tasks and maintain efficient workflow.

These studies demonstrate that without clear organizational policies and individual self-regulation, SME can pose substantial challenges to EWP. Therefore, SME may contribute to productivity challenges when constant connectivity increases stress and disrupts work boundaries. Another major challenge highlighted in the literature is the emotional and psychological impact of SME on employees.

Exposure to negative content, online conflicts, or social comparison can increase stress, anxiety, and emotional exhaustion, which affect productivity (Dhir et al., 2018; Moqbel & Kock, 2018). Moreover, the lack of clear organizational policies on the appropriate use of SMEs can lead to misuse, data privacy concerns, and reduced employee accountability (Van Zoonen & Treem, 2019). Hence, both psychological strain and policy gaps may further amplify the negative effects of SME on productivity.

Synthesizing these findings, while social media can enhance workplace communication and collaboration, unmanaged or excessive use may hinder productivity, particularly in highly regulated settings like this government bank, where focus, accuracy, and adherence to procedures

are critical. This highlights the need for clear organizational guidelines that promote balanced and purposeful SME in the workplace.

RESEARCH METHOD

This study employed a quantitative, non-experimental cross-sectional survey design, which collects data at a single point in time to examine relationships among variables without manipulating them (Wang & Cheng, 2020). This design was appropriate as it aimed to determine the relationship between SME and EWP in a government bank on Panay Island, Philippines. A sample size of 79 employees was determined using the Raosoft sample calculator, which is commonly used in social science research (Memon et al., 2020), ensuring a 95% confidence level and a 5% margin of error.

Simple random sampling was used to ensure that each employee had an equal chance of being selected (Noor et al., 2022). All employees of the subject bank, regardless of tenure or experience, were randomly sampled, ensuring that all employees could participate in this study. It can be noted that the bank has employed all employees for at least one year and already has sufficient familiarity with workplace practices and exposure to social media use within the organizational context.

A structured questionnaire, adapted from prior studies (Angeloska-Dichovska et al., 2022; Cao et al., 2016; Dantas et al., 2022), was used as the primary research instrument and consisted of four sections covering respondents' demographic profile, SME during working hours, EWP in terms of efficiency, quality, and timeliness, and productivity challenges arising from social media use. The questionnaire used a four-point Likert scale to measure responses in the second to the fourth sections, with the following options: 1 – Strongly Disagree, 2 – Disagree, 3 – Agree, and 4 – Strongly Agree.

To establish content and face validity, the questionnaire was evaluated by three experts who are MBA and Doctorate graduates and currently serve as managers and supervisors, with relevant experience in employee performance evaluation, workplace productivity, and organizational management. They reviewed the questionnaires to ensure they adequately represented the study constructs, covered all relevant dimensions, and provided recommendations for improvement.

The experts assessed the clarity, relevance, and representativeness of each item using a structured rating form. Their comments and suggestions were incorporated before the instrument was pilot-tested with 10 employees outside the study population. Cronbach's alpha values ranged from 0.767 to 0.919 (Table 1), indicating acceptable to excellent reliability, as coefficients above 0.70 are considered reliable (Taber, 2018).

Table 1. Reliability Statistics

Indicator	No. of Items	Cronbach's Alpha
SME during Working Hours		
Frequency	3	0.771
Purpose	3	0.853
Average		0.812
Impact of SME on EWP		
Efficiency	3	0.767
Quality of Work Output	5	0.890
Timeliness in Completing Tasks	5	0.919
Average		0.859

Challenges Affecting EWP due to SME	8	0.889
--	----------	--------------

Data collection was conducted using Google Forms and distributed online via email and Facebook Messenger to employees at a government bank on Panay Island. Data collection took place from January 19 to 23, 2026. Prior to completing the survey, respondents were informed of the study's purpose, and their consent was obtained to ensure ethical research practices. The questionnaire included a note addressing confidentiality concerns, assuring participants that their responses would remain anonymous and that the collected data would be used exclusively for research purposes. The collected data deemed sufficient for analysis were first tallied and tabulated. Descriptive statistics, including frequencies, percentages, and means, were used to summarize respondents' demographic profiles and their levels of SME and EWP.

For inferential statistical analysis, multiple linear regression was used to examine the predictive effects of the SME and EWP dimensions. This allowed the study to test the hypotheses regarding the relationship between SME in terms of frequency (H1) and purpose (H2), and EWP measured in terms of efficiency, quality of work output, and timeliness of completing tasks among employees of a government bank in Panay Island, Philippines. Prior to performing multiple linear regression, assumption checks were conducted, including linearity, normality of residuals, homoscedasticity, multicollinearity, and the absence of influential outliers, to ensure the validity of the regression results. Regression outputs were reported as β coefficients, t-statistics, and p-values.

FINDINGS AND DISCUSSION

This section presents, analyzes, and interprets the data obtained through the survey questionnaire to address the study's objectives.

Demographic Profile of Respondents

The demographic profile was presented in Table 2, showing the age group, gender, department, work role, educational attainment, and the platform that the respondents use.

Table 2. Demographic Profile

Indicator	Frequency	Percentage
Age Group		
14-29 (Gen Z)	26	33
30-45 (Millennials)	34	43
46-61 (Gen X)	17	21
62-80 (Baby Boomers)	2	3
Total	79	100
Gender		
Male	25	32
Female	54	68
Total	79	100
Department		
Branch (Banking)	30	38
Lending Center	31	39
Accounting Center	18	23
Total	79	100
Work Role		

Managerial	6	8
Supervisory	16	20
Rank and File	57	72
Total	79	100
Educational Attainment		
College Graduate	70	89
Master's Graduate	8	10
Doctorate Graduate	1	1
Total	79	100
Social Media Platform		
Meta	79	100
YouTube	47	60
TikTok	32	41
Twitter	16	20
LinkedIn	17	22
Snapchat	0	0
Others	2	3

Note: Respondents were allowed multiple responses on social media platforms used

The results show that respondents are mainly young-to-middle-career employees, with females constituting the larger proportion of the workforce. Most are assigned to banking and lending operations, while accounting roles are less represented. In addition, the majority occupy rank-and-file positions, with fewer respondents occupying supervisory and managerial roles. This indicates that the findings largely reflect operational-level perspectives and day-to-day service delivery experiences rather than strategic management viewpoints.

The respondents demonstrate a high level of educational attainment, with most holding college degrees and a smaller proportion possessing postgraduate qualifications. Educational background, generational composition, and frontline placement are known to influence adaptability, analytical thinking, and adherence to organizational policies—critical factors in service-oriented settings like banking, where employee competence directly impacts operational efficiency and customer outcomes (Kotler & Keller, 2016).

Because the question allowed multiple responses, employees use more than one social media platform depending on their needs. The results show that Meta platforms are used by all employees, indicating that they are the most dominant social media tools for communication and interaction among the sampled respondents. This pattern may reflect broader tendencies in social media adoption, in which users gravitate toward platforms that are most familiar and accessible for both social and information-seeking activities, with differences in functionality influencing platform choice (Xiao et al., 2025).

YouTube and TikTok are also widely used, indicating engagement with video-based content for learning or entertainment. In contrast, Twitter and LinkedIn are less utilized, while Snapchat has no reported use, suggesting limited workplace relevance. Overall, these results indicate that SME among employees is primarily social and informational rather than strictly professional, consistent with the literature showing that workplace engagement tends to align with users' preferences for casual connectivity and content consumption.

SME During Working Hours

Table 3 shows how often employees access social media and their reasons for doing so. These insights reveal whether usage coexists with work tasks or disrupts productivity.

Table 3. SME During Working Hours

Dimension	Mean	Descriptive Rating
Frequency of SME	2.688	Agree
Purpose of SME	2.836	Agree
Mean of Means	2.762	Agree

The results indicate moderate engagement during work time: employees appear to access social media regularly but not excessively, reflecting controlled, intermittent use rather than prolonged engagement. This indicates that social media is used alongside work tasks without significantly disrupting responsibilities, which aligns with findings that employees tend to engage in brief, habitual social media checks during work (Derks et al., 2015).

Overall, SME during work hours is primarily for personal reasons, such as stress relief, casual interaction, and entertainment, rather than work-related activities. These uses function as short mental breaks and emotion-regulation strategies, consistent with studies showing that social media is mainly used for social connection, entertainment, and stress management through brief check-ins enabled by platform accessibility and visibility (Chen & Peng, 2022; Aksoy & Allahverdi, 2025; Grobelny et al., 2024).

Impact of SME on EWP

To assess the impact of social media use on EWP, its dimensions were examined as shown in Table 4.

Table 4. Impact of SME on EWP

Dimension	Mean	Descriptive Rating
Efficiency	3.434	Strongly Agree
Quality of Work Output	3.372	Strongly Agree
Timeliness in Completing Tasks	3.458	Strongly Agree
Mean of Means	3.421	Strongly Agree

The results indicate that employees remain highly productive despite engaging with social media during working hours. Strong agreement across efficiency, quality of work output, and timeliness of completing tasks indicates that employees can complete tasks effectively, maintain work standards, and meet deadlines even with occasional social media use. This suggests that SME does not significantly interfere with work performance when usage is controlled and intermittent. These findings are consistent with previous studies showing that limited social media use can coexist with high productivity, self-regulation, and task focus in the workplace (Grobelny et al., 2024; Jong et al., 2021; Dantas et al., 2022; Aksoy & Allahverdi, 2025).

Relationship of SME on EWP

Before examining the relationship between SME and EWP using multiple linear regression, assumption checking for the use of inferential statistics was conducted. Linearity, normality of residuals, homoscedasticity, independence of errors, and absence of multicollinearity were assessed using standard diagnostic procedures. Results in Table 5 indicate that all assumptions were satisfactorily met for the models' predicting efficiency, quality of work output, and timeliness.

Therefore, the regression results were deemed appropriate for interpretation (Field, 2024).

Table 5. Assumptions Checks for Multiple Linear Regression

Assumption Tested	Method / Diagnostic Used	Decision Rule	Result
Efficiency			
Linearity	Scatterplots and partial residual plots	No systematic pattern should be present	Met
Independence of errors	Durbin–Watson test	Value should fall between 1.5 and 2.5	Met
Normality of residuals	Quantile–Quantile (Q–Q) plots and the Shapiro–Wilk test	Statistical significance should be greater than .05, indicating approximately normal distribution	Met
Homoscedasticity	Plot of residuals versus fitted values	Variance should remain constant	Met
Multicollinearity	Variance Inflation Factor and Tolerance Statistics	Variance Inflation Factor should be less than 5, and Tolerance should be greater than .20	Met
Outliers and influence	Standardized Residuals and Cook’s Distance	Standardized residuals should remain between -3 and +3; Cook’s Distance should be less than 1	Met
Quality of Work Output			
Linearity	Scatterplots and partial residual plots	No systematic pattern should be present	Met
Independence of errors	Durbin–Watson test	Value should fall between 1.5 and 2.5	Met
Normality of residuals	Quantile–Quantile (Q–Q) plots and the Shapiro–Wilk test	Statistical significance should be greater than .05, indicating approximately normal distribution	Met
Homoscedasticity	Plot of residuals versus fitted values	Variance should remain constant	Met
Multicollinearity	Variance Inflation Factor and Tolerance Statistics	Variance Inflation Factor should be less than 5, and Tolerance should be greater than .20	Met
Outliers and influence	Standardized Residuals and Cook’s Distance	Standardized residuals should remain between -3 and +3; Cook’s Distance should be less than 1	Met

Timeliness of Completing Tasks			
Linearity	Scatterplots and partial residual plots	No systematic pattern should be present	Met
Independence of errors	Durbin–Watson test	Value should fall between 1.5 and 2.5	Met
Normality of residuals	Quantile–Quantile (Q–Q) plots and the Shapiro–Wilk test	Statistical significance should be greater than .05, indicating approximately normal distribution	Met
Homoscedasticity	Plot of residuals versus fitted values	Variance should remain constant	Met
Multicollinearity	Variance Inflation Factor and Tolerance Statistics	Variance Inflation Factor should be less than 5, and Tolerance should be greater than .20	Met
Outliers and influence	Standardized Residuals and Cook’s Distance	Standardized residuals should remain between -3 and +3; Cook’s Distance should be less than 1	Met

To test the relationship between SME and EWP, the study formulated the following alternative hypotheses: H₁: SME in terms of frequency is significantly related to EWP in terms of efficiency, quality of work output, and timeliness in completing tasks; and H₂: SME in terms of purpose is significantly related to EWP in terms of efficiency, quality of work output, and timeliness in completing tasks. Table 6 presents the results of the multiple linear regression of the relationship between SME and EWP.

Table 6. Relationship of SME on EWP

SME	EWP	R ²	Adj. R ²	F (df1, df2)	N	β	t	p-value	Interpretation
Frequency	Efficiency	0.353	0.336	20.730 (2, 76)	79	0.465	4.742	0.000	Significant
	Quality	0.353	0.336	20.730 (2, 76)	79	0.373	3.809	0.000	Significant
	Timeliness	0.206	0.185	9.852 (2, 76)	79	0.26	2.399	0.019	Significant
Purpose	Efficiency	0.353	0.336	20.730 (2, 76)	79	0.245	2.504	0.014	Significant
	Quality	0.353	0.336	20.730 (2, 76)	79	0.353	3.602	0.001	Significant
	Timeliness	0.206	0.185	9.852 (2, 76)	79	0.294	2.709	0.008	Significant

Note. Coefficients reported are standardized (β). Multicollinearity was acceptable (Variance Inflation Factor = 1.128; Tolerance = .887), and residuals showed acceptable independence (Durbin–Watson values within the 1.5–2.5 range)

Regression results confirm that both dimensions of SME significantly predict employees’

efficiency, work quality, and timeliness in completing tasks. In all cases, the regression results show that both the frequency and the purpose of SMEs significantly predict efficiency, quality, and timeliness. Thus, both hypotheses (H1 and H2) were accepted. The results demonstrate that SME during working hours contributes to variations in EWP.

This indicates that when employees use social media with a clear purpose and within reasonable limits, it supports work processes rather than disrupting them by enabling quick access to information, coordination, and brief mental recovery periods. This interpretation is consistent with prior research and with the JD–R Theory, which explains that purposeful social media use can function as a job resource by facilitating communication, knowledge sharing, and recovery while helping employees manage work demands and maintain performance (Bakker & Demerouti, 2017; Lesener et al., 2019; Bakker et al., 2023).

Employees who are engaged more frequently and purposefully tend to sustain efficient task flow, meet deadlines, and maintain high-quality output. These findings align with recent evidence that work-oriented and appropriately bounded social media use can support performance through access to information, coordination, and brief recovery (Chen & Peng, 2022; Jong et al., 2021). At the same time, the results support the perspective that purpose-driven engagement is more beneficial than excessive use. Studies show that work-based social media can enhance engagement and task outcomes, whereas heavy or hedonic overuse may generate strain or conflict that undermines performance (Cao & Yu, 2019; Zhao et al., 2021; Albulescu et al., 2022).

Challenges Arising from SME Affecting EWP

Table 7 presents the challenges arising from SME affecting EWP.

Table 7. Challenges Arising from SME Affecting EWP

Challenges Statement (abbrev)	Mean	Descriptive Rating
1. Social media distracts me from focusing on my work tasks	1.646	Strongly Disagree
2. Workflow interruptions due to social media notifications	1.646	Strongly Disagree
3. Reduced productivity due to excessive social media use	1.607	Strongly Disagree
4. Difficult to resist checking social media when I need to focus	1.582	Strongly Disagree
5. Delays in completing tasks due to social media	1.557	Strongly Disagree
6. Feel less engaged with work tasks when using social media	1.557	Strongly Disagree
7. Lose track of time during work hours	1.443	Strongly Disagree
8. Prioritize social media over work tasks	1.316	Strongly Disagree
Mean of Means	1.544	Strongly Disagree

Across all indicators, employees strongly disagreed that SME causes distraction, interruptions, delays, disengagement, or prioritization over work, indicating that its use is well managed and purpose-driven. This suggests that employees can regulate their SME effectively, maintaining focus and productivity while benefiting from brief, purposeful breaks. This aligns with evidence that work-oriented social media can support task efficiency, communication, and coordination (Chen & Peng, 2022; Jong et al., 2021; Zhao et al., 2021) and that brief, intentional micro-breaks aid recovery without reducing performance (Albulescu et al., 2022).

Proposed Strategies to Improve EWP

Table 8 outlines the proposed strategies to improve the EWP through effective regulation of SME. The expected outcomes of the proposed strategies are supported by existing literature, which indicates that bounded and purpose-driven social media use can facilitate brief cognitive recovery, communication, and task coordination without undermining productivity, particularly when guided by clear organizational policies and employee self-regulation (Jong et al., 2021; Zhao et al., 2021; Chen & Peng, 2022; Albuлесcu et al., 2022). Consistent with JD-R Theory, job resources such as autonomy, communication support, and clear role expectations help employees manage job demands, sustain performance, and promote well-being (Bakker & Demerouti, 2017; Bakker et al., 2023).

Table 8. Proposed Strategies

Indicator	Proposed Strategies	Expected Outcomes
Frequency of SME	<ol style="list-style-type: none"> 1. Establish clear organizational guidelines that determine the acceptable frequency of SME during working hours, allowing short, bounded micro-breaks that do not disrupt task flow. 2. Encourage employees to practice self-regulation and prioritize work tasks, particularly during peak operational periods. 	Controlled and purposeful SME that supports cognitive recovery without causing distraction, resulting in sustained employee efficiency and focus (Chen & Peng, 2022; Jong et al., 2021; Albuлесcu et al., 2022).
Purpose of SME	<ol style="list-style-type: none"> 1. Promote the use of social media primarily for stress management and work-related purposes such as communication, coordination, and accessing information. 2. Reinforce awareness of appropriate social media use that prioritizes work tasks while allowing professional discretion. 	Improved alignment of social media use with organizational goals, leading to enhanced efficiency, quality of work output, and timely task completion (Bakker & Demerouti, 2017; Aksoy & Allahverdi, 2025; Grobelny et al., 2024).
Efficiency	Implement task management practices and workflow monitoring to ensure employees work at a high level of efficiency despite intermittent social media use.	Sustained high levels of task efficiency and effective time management among employees, in line with organizational performance standards (Briones et al., 2025; Grobelny et al., 2024; Dantas et al., 2022).

Indicator	Proposed Strategies	Expected Outcomes
Quality of Work Output	Maintain existing standards of accuracy, compliance, and careful review of work outputs by continuing to emphasize professional accountability and consistent attention to detail across all work roles.	Maintained high-quality, accurate, and policy-compliant work output with a focus on minimizing errors and improving service reliability (Dantas et al., 2022; Grobelny et al., 2024).
Timeliness of Completing Tasks	Strengthen deadline monitoring and task prioritization mechanisms to ensure that SME does not delay task completion, especially during high-workload periods.	Improved adherence to deadlines and timely completion of assigned tasks, even during peak banking operations (Aksoy & Allahverdi, 2025; Grobelny et al., 2024).
Challenges	Maintain awareness of potential productivity disruptions while relying on general reminders that encourage responsible social media use, without imposing restrictive guidelines.	Continued minimal negative impact of social media on work productivity, maintaining employee engagement while avoiding potential future challenges (Chen & Peng, 2022; Albulescu et al., 2022).

CONCLUSIONS

This study examined the relationship between SME and EWP in a Philippine government banking institution. Findings show that bank employees are primarily young to mid-career, mostly rank-and-file staff who frequently use Meta platforms and engage in SME at a moderate level, mainly for short mental breaks and stress relief. However, despite their SME status during working hours, the findings reveal they remain highly productive.

Regression results further indicate that both the frequency and purpose of SME are positively associated with employees' efficiency, the quality of their work output, and the timeliness of task completion. Employees also strongly disagreed that SME causes distractions, delays, or workflow interruptions, indicating that social media use is generally well managed in the workplace. Based on these findings, proposed strategies were formulated to improve the EWP through effective regulation of SME in the workplace of the subject government banking institution.

These findings challenge the assumption that SME is inherently harmful. However, this interpretation should not be applied in the context of a government bank, where social media use can be more closely controlled and regulated. Instead, it may highlight its potential role as a brief recovery resource when managed responsibly. These results have practical implications for organizations, suggesting that strict bans on social media may not always be necessary.

Allowing some flexibility may support employee well-being without compromising productivity. From the perspective of JDR-Theory, short and self-directed SME can be understood as a resource that helps employees cope with work demands, offering moments of psychological and emotional relief and helping employees maintain focus and energy rather than additional strain.

Overall, the results suggest that balanced and well-regulated SME can coexist with high

productivity. Theoretically, the study extends JD–R Theory by showing that responsible social media use can act as a micro-recovery resource rather than an added job demand. Managerially, the findings highlight the value of flexible policies that promote responsible use, support employee well-being, and maintain accountability and performance.

LIMITATION & FURTHER RESEARCH

Although this study has provided significant insights, several limitations warrant acknowledgment. The study focused on the impact of SME on EWP in a single government bank located on Panay Island, Philippines. Consequently, the findings are geographically confined and may not be generalizable to government banks in other regions of the country or to private banking institutions operating under different organizational structures and regulatory environments.

Moreover, the study relied on self-reported data collected through structured questionnaires, which may be subject to response bias and social desirability effects. Employees may have provided favorable responses regarding their productivity and social media use, potentially influencing the accuracy of the results. In addition, access constraints and institutional policies within the government bank limited the number of respondents and the breadth of data collected, potentially affecting the comprehensiveness of the analysis and the depth of interpretation.

Despite these limitations, the study contributes empirical evidence on the relationship between SME and EWP in a government banking context. Future research may broaden the scope by including government banks from other regions of the Philippines or by comparing public and private banking institutions to enhance the generalizability of findings. Incorporating qualitative methods, such as in-depth interviews or focus group discussions, could provide richer insights and help validate survey results. Further studies may also employ longitudinal or experimental designs to examine causal relationships between SME and EWP over time.

REFERENCES

- Adzovie, D. E., Nyieku, I. E., & Keku, J. A. (2017). Influence of Facebook usage on employee productivity: A case of University of Cape Coast staff. *African Journal of Business Management*, 11(6), 110–116. <https://doi.org/10.5897/AJBM2017.8265>
- Aksoy, E., & Allahverdi, F. Z. (2025). Social media use motives explained by uses and gratifications theory. *Kültür ve İletişim*, 28(55), 231–253. <https://doi.org/10.18691/kulturveiletisim.1596623>
- Albulescu, P., Macinga, I., Rusu, A., Sulea, C., Bodnar, A., & Tulbure, B. T. (2022). Give me a break! A systematic review and meta-analysis on the efficacy of micro-breaks for increasing well-being and performance. *PLOS ONE*, 17(8), e0272460. <https://doi.org/10.1371/journal.pone.0272460>
- Angeloska-Dichovska, M., Angeleski, M., Boshkoska, M., & Petrevska-Nechkoska, R. (2022). The impact of social media use on employee work performance. *Horizons – International Scientific Journal (Series A)*, 30(1), 179–194. <https://doi.org/10.20544/horizons.a.30.1.22.p13>
- Annisa, S., Siahaan, E., & Lumbanraja, P. (2024). Impact of digital transformation on banking employee performance with self-efficacy as a mediator. *Problems and Perspectives in Management*, 22(4), 523–531. [https://doi.org/10.21511/ppm.22\(4\).2024.39](https://doi.org/10.21511/ppm.22(4).2024.39)
- Avrianto, A., & Gumilar, I. R. (2022). Employee productivity analysis in the production department at PT “X”. *Sainteks: Jurnal Sain dan Teknik*, 4(2), 123–129. <https://doi.org/10.37577/sainteks.v4i2.446>
- Azaakandire, J., & Abdul-Rahaman, Z. (2025). The effect of social media usage on staff performance of Dr. Hilla Limann Technical University. *International Journal of Research and Innovation in*

- Social Science*, 9(9), 2847–2865. <https://doi.org/10.47772/ijriss.2025.909000244>
- Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273–285. <https://doi.org/10.1037/ocp0000056>
- Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. I. (2023). Job demands–resources theory: Ten years later. *Annual Review of Organizational Psychology and Organizational Behavior*, 10, 25–53. <https://doi.org/10.1146/annurev-orgpsych-120920-053933>
- Barrera-Verdugo, G., & Villarroel-Villarroel, A. (2022). Evaluating the relationship between social media use frequency and entrepreneurial perceptions and attitudes among students. *Heliyon*, 8(4), e09214. <https://doi.org/10.1016/j.heliyon.2022.e09214>
- Briones, J., Ortiz, C. C., Lipit, I. P., Montalbo, D. F., Villaverde, M. V., Villamayor, J. B., & Verano, J. P. E. (2025). Impact of minimum wage policy on job satisfaction and productivity in the Philippine hospitality sector. *Journal of Governance Risk Management Compliance and Sustainability*, 5(2), 14–33. <https://doi.org/10.31098/jgrcs.v5i2.3045>
- Brooks, S., & Califf, C. (2017). Social media-induced technostress: Its impact on the job performance of IT professionals and the moderating role of job characteristics. *Computer Networks*, 114, 143–153. <https://doi.org/10.1016/j.comnet.2016.08.020>
- Cao, X., Guo, X., Vogel, D., & Zhang, X. (2016). Exploring the influence of social media on employee work performance. *Internet Research*, 26(2), 529–545. <https://doi.org/10.1108/INTR-11-2014-0299>
- Cao, X., & Yu, L. (2019). Exploring the influence of excessive social media use at work: A three-dimension usage perspective. *International Journal of Information Management*, 46, 83–92. <https://doi.org/10.1016/j.ijinfomgt.2018.11.019>
- Caubang, F. S., Briones, J., Baldovino, F. P., & Refozar, R. F. G. (2025). Relationship of social media usage and employee performance in a business process outsourcing company in the Philippines. *International Journal of Marketing and Digital Creative*, 3(1), 73–90. <https://doi.org/10.31098/ijmadic.v3i1.2876>
- Çelebi, S. I., & Terkan, R. (2020). Social media and employee productivity at workplace. *International Review of Management and Marketing*, 10(6), 37–41. <https://doi.org/10.32479/irmm.10806>
- Celestino, L. E., Angana, G. C. B., Calado, G. D., Cervantes, S. R., De Vera, E. M., Frias, K. L. D., & Briones, J. P. (2025). Relationship of remote work arrangements and productivity of accountants in a Philippine-based global accounting firm. *Applied Quantitative Analysis*, 5(2), 12–28. <https://doi.org/10.31098/quant.3881>
- Chen, M., & Peng, A. Y. (2022). Why do people choose different social media platforms? Linking use motives with social media affordances and personalities. *Social Science Computer Review*, 41(2), 08944393211049120. <https://doi.org/10.1177/08944393211049120>
- Cornel, J. M. L., Briones, J. P., Baldovino, F. P., & Manalo, L. V. (2025). Reducing liquidation delays through documentation and communication in a construction company in the Philippines. *International Journal of Entrepreneurship and Sustainability Studies*, 5(2), 51–69. <https://doi.org/10.31098/ijeass.v5i2.3472>
- Dantas, R. M., Aftab, H., Aslam, S., Majeed, M. U., Correia, A. B., Qureshi, H. A., & Lucas, J. L. (2022). Empirical investigation of work-related social media usage and social-related social media usage on employees' work performance. *Behavioral Sciences*, 12(8), 297. <https://doi.org/10.3390/bs12080297>
- Demerouti, E. (2025). Job demands–resources and conservation of resources theories: How do they help to explain employee well-being and future job design? *Journal of Business Research*, 192, 115296. <https://doi.org/10.1016/j.jbusres.2025.115296>
- Derks, D., Van Duin, D., Tims, M., & Bakker, A. B. (2015). Smartphone use and work–home

- interference: The moderating role of social norms and employee work engagement. *Journal of Occupational and Organizational Psychology*, 88(1), 155–177. <https://doi.org/10.1111/joop.12083>
- Dhir, A., Yossatorn, Y., Kaur, P., & Chen, S. (2018). Online social media fatigue and psychological well-being: A study of compulsive use, fear of missing out, fatigue, anxiety, and depression. *International Journal of Information Management*, 40, 141–152. <https://doi.org/10.1016/j.ijinfomgt.2018.01.012>
- Dimacangun, F. E., & Guillena, J. (2023). Social media usage and the academic performance of Filipino junior high school students. *International Journal of Educational Management and Development Studies*, 4(2), 187–206. <https://doi.org/10.53378/352994>
- Faller, C., Gamil, K. M. M., Casungcad, J. B., Edar, M. R., Ila, F. A. N., Briones, J. P., & Verano, J. P. E. (2025). Management system adoption: Its effect on employee satisfaction and productivity in a local drugstore in the Philippines. *People and Behavior Analysis*, 3(2), 33–50. <https://doi.org/10.31098/pba.v3i2.3317>
- Field, A. (2024). *Discovering statistics using IBM SPSS Statistics* (6th ed.). Sage Publications.
- Grobelny, J., Glinka, M., & Chirkowska-Smolak, T. (2024). The impact of hedonic social media use during microbreaks on employee resources recovery. *Scientific Reports*, 14(1), Article 72825. <https://doi.org/10.1038/s41598-024-72825-x>
- Hussien, S. H., Yesuf, N. H., Teater, B., & Abera, B. Y. (2024). The impact of social media on the job performance of public sector employees in Gondar City, Ethiopia. *The Journal of Social Media in Society*, 13(2), 223–242.
- Jafar, R. M. S., Geng, S., Ahmad, W., Niu, B., & Chan, F. T. S. (2019). Social media usage and employee's job performance: The moderating role of social media rules. *Industrial Management & Data Systems*, 119(9), 1908–1925. <https://doi.org/10.1108/IMDS-02-2019-0090>
- Jackson, D., & Allen, C. (2024). Technology adoption in accounting: The role of staff perceptions and organizational context. *Journal of Accounting & Organizational Change*, 20(2), 205–227. <https://doi.org/10.1108/JAOC-01-2023-0007>
- Jong, D., Chen, S. C., Ruangkanjanases, A., & Chang, Y. H. (2021). Social media usage for work efficiency: The perspectives of media synchronicity and gratification. *Frontiers in Psychology*, 12, 693183. <https://doi.org/10.3389/fpsyg.2021.693183>
- Kasim, N. M., Fauzi, M. A., Wider, W., & Yusuf, M. F. (2022). Understanding social media usage at work from the perspective of social capital theory. *Administrative Sciences*, 12(4), 170. <https://doi.org/10.3390/admsci12040170>
- Khadka, A. K., & Khadka, S. (2024). Productive employee training and its impact on retention. *Nepal Journal of Multidisciplinary Research*, 7(1), 139–157. <https://doi.org/10.3126/njmr.v7i1.65270>
- Kishokumar, R., & Thiyagarajan, P. T. (2015). Influence of task–technology fit on individual job performance in the insurance industry: Special reference to Batticaloa District. *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.2699795>
- Kotler, P., & Keller, K. L. (2016). *Marketing management* (15th ed.). Pearson Education.
- Kumari, S., Jindal, P., & Mittal, A. (2023). Employee productivity: Exploring the multidimensional nature with acculturation, open innovation, social media networking, and employee vitality in the Indian banking sector: An analytical approach. *International Journal of Professional Business Review*, 8(7), e02535. <https://doi.org/10.26668/businessreview/2023.v8i7.2535>
- Lesener, T., Gusy, B., & Wolter, C. (2019). The job demands–resources model: A meta-analytic review of longitudinal studies. *Work & Stress*, 33(1), 76–103. <https://doi.org/10.1080/02678373.2018.1529065>
- Mahboub, R. M. (2018). The impact of social media usage on performance of the banking sector in

- Middle East and North Africa countries. *International Journal of Economics and Business Administration*, 6(3), 3–20. <https://doi.org/10.35808/ijeba/162>
- Marzo, R. R., Chen, H. W. J., Ahmad, A., Thew, H. Z., Choy, J. S., Ng, C. H., Chew, C. L. A., Heidler, P., King, I., Shrestha, R., Rahman, F., Rana, J. A., Khoshtaria, T., Matin, A., Todua, N., Biçer, B. K., Faller, E., Tudy, R. A., Baldonado, A. M., Peñamante, C. A., Bahari, R., Younus, D. A., Ismail, Z. M., Lotfizadeh, M., & Elsayed, M. E. G. (2024). The evolving role of social media in enhancing quality of life: A global perspective across 10 countries. *Archives of Public Health*, 82, 28. <https://doi.org/10.1186/s13690-023-01222-z>
- Medan, R. B., & Yusuf, F. A. (2024). The influence of the use of social media in the workplace on employee performance by considering the mediation role of social capital and knowledge transfer. *Cendekia: Jurnal Pendidikan dan Pembelajaran*, 18(1), 25–44. <https://doi.org/10.30957/cendekia.v18i1.876>
- Memon, M. A., Ting, H., Cheah, J., Thursamy, R., Chuah, F., & Cham, T. H. (2020). Sample size for survey research: Review and recommendations. *Journal of Applied Structural Equation Modeling*, 4(2), i–xx. [https://doi.org/10.47263/jasem.4\(2\)01](https://doi.org/10.47263/jasem.4(2)01)
- Mohamed, S., Sidek, S., Izharrudin, S. Z., Kudus, N., Hassan, M. A., & Noor, M. A. (2019). Social media usage and its impact on work productivity at a Malaysian university. *International Journal of Recent Technology and Engineering*, 8(1S5), 167–168.
- Momoh, E. Y., Adamu, M., & Isa, A. A. (2025). The role of social media in distracting employees: A study on productivity loss. *Journal of African Sustainable Development*, 9(2). <https://doi.org/10.70382/bejasd.v9i2.042>
- Moqbel, M., & Kock, N. (2018). Unveiling the dark side of social networking sites: Personal and work-related consequences of social networking site addiction. *Information & Management*, 55(1), 109–119. <https://doi.org/10.1016/j.im.2017.05.001>
- Noor, S., Tajik, O., & Golzar, J. (2022). Simple random sampling. *International Journal of Education and Language Studies*, 1(2), 78–82. <https://doi.org/10.22034/ijels.2022.162982>
- Prescott, C. (2025). Digital distractions and productivity: Assessing the impact of social media on work efficiency. *Journal of Psychiatry*.
- Priyadarshini, C., Dubey, R. K., Kumar, Y., & Jha, R. R. (2020). Impact of social media addiction on employees' well-being and work productivity. *The Qualitative Report*, 25(1), 181–196. <https://doi.org/10.46743/2160-3715/2020.4099>
- Reyes, M. E. S., Marasigan, J. P., Gonzales, H. J. Q., Hernandez, K. L. M., Medios, M. A. O., & Cayubit, R. F. O. (2018). Fear of missing out and its link with social media and problematic internet use among Filipinos. *North American Journal of Psychology*, 20(3), 503–518.
- Soriano, C. R., & Cabañes, J. V. A. (2020). Entrepreneurial solidarities: Social media collectives and Filipino digital platform workers. *Social Media + Society*, 6(2). <https://doi.org/10.1177/2056305120926484>
- Sumague, E. N. R., & Briones, J. P. (2022). Impact of social media marketing on the perceptions of e-shopping customers in the City of Santo Tomas, Batangas, Philippines. *American Journal of Social Sciences and Humanities*, 7(2), 85–96. <https://doi.org/10.55284/ajssh.v7i2.793>
- Taber, K. S. (2018). The use of Cronbach's alpha when developing and reporting research instruments in science education. *Research in Science Education*, 48(6), 1273–1296. <https://doi.org/10.1007/s11165-016-9602-2>
- Tirtana, A., Susilowati, C., & Kurniawati, D. T. (2024). The impact of social and work-related social media usage on job performance. *International Journal of Research in Business and Social Science*, 13(5), 352–365. <https://doi.org/10.20525/ijrbs.v13i5.3519>
- Van den Eijnden, R. J. J. M., Lemmens, J. S., & Valkenburg, P. M. (2016). The social media disorder scale. *Computers in Human Behavior*, 61, 478–487.

<https://doi.org/10.1016/j.chb.2016.03.038>

Van Zoonen, W., Verhoeven, J. W. M., & Vliegenthart, R. (2016). Social media's dark side: Inducing boundary conflicts. *Journal of Managerial Psychology*, 31(8), 1297–1311.

<https://doi.org/10.1108/JMP-10-2015-0388>

Van Zoonen, W., & Treem, J. W. (2019). The role of organizational identification and the desire to succeed in employees' use of personal Twitter accounts for work. *Computers in Human Behavior*, 100, 26–34. <https://doi.org/10.1016/j.chb.2019.06.008>

Wang, X., & Cheng, Z. (2020). Cross-sectional studies: Strengths, weaknesses, and recommendations. *CHEST*, 158(1), S65–S71. <https://doi.org/10.1016/j.chest.2020.03.012>

Xiao, Z., Gong, X., & Cheung, C. M. K. (2025). Self-disclosure in online social networks: The needs–affordances–features perspective. *Information & Management*, 62(2), 104102.

<https://doi.org/10.1016/j.im.2025.104102>

Zhao, J., Guo, T., Shang, S., & Wang, M. (2021). Work along both lines: The positive impact of work-based social media use on job performance. *International Journal of Environmental Research and Public Health*, 18(21), 11578. <https://doi.org/10.3390/ijerph182111578>