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Research Paper

Relationship of Social Media Usage and Employee Performance in a Business Process Outsourcing Company in the Philippines

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Abstract

The use of social media (SM) has become pervasive in the work environment, drawing attention because of its positive and negative impacts on employee performance (EP). This study investigated the relationship between SM usage and EP in a Philippine business process outsourcing (BPO) company by examining its impact on EP in terms of productivity, communication, job satisfaction, and professional development. This descriptive-quantitative study employed a researcher-structured approach to examine the relationship between SM usage and EP in a BPO company in the Philippines. The data were collected from 121 employees of the subject BPO using a researcher-structured questionnaire administered via Google Forms and communicated to respondents via Facebook Messenger and Email. Statistical tests such as frequency, percentage, standard deviation, weighted mean, and Spearman's rank correlation were employed in the data analysis. The findings reveal that the BPO company does not have major issues related to SM usage, and it has a positive effect on EP by increasing employee productivity, improving communication, higher job satisfaction, and providing support for professional development. In addition, there is no significant relationship between problems in SM usage and the aspect of EP on productivity, communication, job satisfaction, and professional development. The researchers suggest EP enhancing strategies like implementation of SM training programs, development of SM usage policies, improvement of company recognition and communication programs, and employee active participation in professional groups. This study can serve as a guide for developing relevant initiatives and programs to improve EP in relation to SM usage in the workplace.

Keywords: *Business Process Outsourcing; Employee Interaction via Social Media; Employee Performance; Social Media Impact on Productivity; Social Media Platforms; Social Media Usage*

INTRODUCTION

Social media (SM) use is widespread and is continually expanding. In the third quarter of 2024, Facebook had more than 3.07 billion monthly active users globally (Kumar, 2024). Its number is continuously increasing. In the Philippines, Facebook accounts for over 88.9 million users, representing 75% of the population (Kumar, 2024). This surge in SM users inevitably results in more office workers engaging with SM in the workplace, creating a significant impact on employee performance (EP) (Priyadarshini et al., 2020).

Several studies have demonstrated how SM usage affects EP in various global industry settings. Some studies show that it enhances EP (Ewing et al., 2019; Celebi & Terkan, 2020; Dantas et al., 2022; Jong et al., 2021; Kasim et al., 2022; Men et al., 2020; Nayak et al., 2020; Oksa et al., 2021; Song et al., 2019; Zhao et al., 2021), while others claim that it reduces employee productivity (Ahmad et al., 2022; Angeloska-Dichovska et al., 2022; Chen et al., 2024; Gao & Shao, 2024; Huang

& Fan, 2022; Kamal et al., 2020; Liu et al., 2021; Roller 2024; Wang et al, 2021; Wushe & Shenje, 2019). However, no empirical studies have been conducted on how SM usage by business process outsourcing (BPO) company employees affects EP. Apparently, based on the researchers' knowledge, no single study in the Philippines has focused on SM usage in the workplace setting of the BPO industry. Studies in the Philippines on SM usage have been conducted in industries like education (Lim et al., 2022), freelancing (Soriano & Cabañes, 2020), retail merchandizing (Sumague & Briones, 2022), and health (Marzo et al., 2024). Thus, this study aims to fill this gap by analyzing the SM usage of BPO employees in the Philippines and its effects on EP, particularly on employee productivity, communication, job satisfaction, and professional development.

According to Market Research Philippines (n.d.), the Philippines has emerged as a top BPO hub, thanks to its talented workforce, affordable solutions, and robust government backing, growing at an annual rate of 10% over the past decade, representing 10% to 15% of the global BPO market. The industry's success is attributed to high English language proficiency, cultural compatibility with Western countries, and robust infrastructure (Mallari, 2024). The subject of this study is a Philippine-based BPO company dedicated to enhancing corporate performance across key areas such as Finance Operations, Human Resources, Customer Service, Order-to-Delivery, and Contracting and Procurement to enable the company to thrive in a globally competitive and constantly evolving business landscape. This company is one of the top BPO companies in the country, with more than 4,000 employees. Currently, the company has a lenient policy on using SM platforms in the workplace, allowing employees to freely access SM during working hours. The BPO company uses SM for its company promotion on Facebook, YouTube, and X. However, it faces unique challenges with SM usage, such as decreased employee productivity due to excessive SM use and blurring of professional and personal boundaries. Some employees spend significant time on non-work-related SM activities, leading to reduced efficiency and focus. Given the extent to which the employees use SM, the company is also alarmed of potential breaches of confidentiality. As pointed out by Lam (2016), the risk of sharing sensitive company information on public platforms poses a threat to data security and privacy.

Therefore, this study investigated the relationship between SM usage and EP in a Philippine BPO. In view of a deeper understanding of leveraging SM to improve business operations and offering proposals for improvements, the researchers assessed the SM platforms used by employees at the workplace and purpose of its usage, analyzed their impacts on EP in terms of productivity, communication, job satisfaction, and professional development, and investigated whether SM usage has a significant relationship in EP with the problems encountered in the use of SM. Lastly, the researchers suggested strategies to maximize SM features to enhance EP further, which can be used as a roadmap for the subject BPO to maximize the positive impact of SM usage on EP.

LITERATURE REVIEW

This presented literature culled from scientific papers in various electronic and paper publishing centers and channels focused on the impact of using SM in the workplace and its effects on EP in terms of productivity, communication, job satisfaction, and professional development.

Uses and Gratification Theory (UGT)

The UGT developed by Elihu Katz, Jay Blumler, and Gurevitch in the 1970s (Ferris et al. 2021) emphasizes that people actively choose media that meet their needs and make them happy. These gratifications can range from gaining knowledge and information to seeking entertainment, social interaction, or relaxation (Bauer & Tian, 2024; Kircaburun et al., 2018). By understanding these motivations and the satisfaction derived from media, UGT provides insights into why people prefer certain media and how they use it to meet their individual needs.

This theory is especially relevant to SM usage because the researchers determine how it applies to BPO employees. In this study, we focused on UGT to understand why BPO employees use SM in the workplace. Specifically, we wanted to demonstrate the importance of this theory in understanding SM usage and examined how usage intention is measured by UGT with multiple effects on EP. By focusing on the respondent's active role in SM usage, including the problems encountered, the proposed UGT provides a comprehensive understanding of SM use, its effects, and why employees turn to SM at the workplace.

The conceptual framework in Figure 1 illustrates how the impact of SM usage in the workplace of the subject-BPO company in the Philippines along the four elements of EP on productivity, communication, job satisfaction, and professional development is processed through the lens of UGT, ultimately affecting the problems encountered on the use of SM.
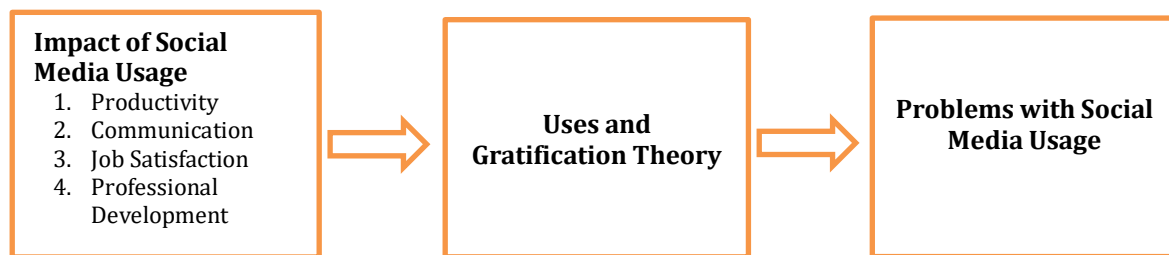
Figure 1. Conceptual Framework

Impact of SM Usage

The widespread adoption of platforms like Facebook, Twitter, Instagram, and TikTok has not only revolutionized how people connect, offering unprecedented opportunities for social interaction and community building, but its pervasive use also brings positive and negative implications (Azzaakiyyah, 2023). On the one hand, it fosters global connectivity, democratizes information, provides a platform for social movements, causes higher productivity, supports knowledge sharing and learning, and enhances collaborations, especially in customer support roles where prompt information-sharing is crucial. On the other hand, it raises concerns about privacy, mental health, reduced employee productivity, and the spread of misinformation (Zsila & Reyes, 2023; Lane et al., 2023; Song et al., 2019; Perez et al., 2023; Pekkala & Van Zoonen, 2021; Gao & Shao, 2024; Wushe & Shenje, 2019). Therefore, organizations must carefully consider the multifaceted impacts of SM on their employees (Jaishi, 2023). On the other hand, Binuluan et al. (2024) suggested that social media usage at work should be used only by employees to maintain the competitive edge of the organization.

In communication, the impact of SM is profound, enabling efficient sharing of information and collaboration among employees, resulting in stronger social exchange relationships and enhanced leader-member and team-member exchanges (Chen & Wei, 2020). However, while SM can facilitate communication, it can also lead to misunderstandings and reduced face-to-face interactions, which can negatively impact team dynamics and overall communication effectiveness (Ghani & Malik, 2022). In terms of job satisfaction, employees' interactions make way for increased productivity, responsiveness, and quality service (Zhao et al., 2021; Wang et al., 2023; Ali & Anwar, 2021). In contrast, SM often triggers fear of missing out (FOMO), which can lead to addictive behaviors, increased stress, and detraction from job satisfaction (Taboroši et al., 2022). In connection with professional development, SM provides a platform for continuous learning and networking for employee professional development in terms of sharing knowledge, resources, and support with access to diverse perspectives and expertise (Luo et al., 2020; Bruguera et. al., 2019; O'Connor et al., 2021). However, excessive use of SM for socialization and entertainment can lead to technology-work conflict and strain, which negatively impacts job performance and professional

development (Cao & Yu, 2018).

Challenges in SM usage

Despite its advantages, excessive or inappropriate SM use can harm EP. Frequent personal use of SM during work hours leads to distractions and reduced productivity, increased errors, delayed task completion, blurred work-life boundaries, burnout, lower job satisfaction, and disengagement from work tasks (Kamal et al., 2020; Roller, 2024; Liu et al., 2021; Zhu et al., 2023). This phenomenon is particularly concerning in industries like BPO, where efficiency and accuracy are critical for meeting client expectations.

Relationship between the Impact of SM Usage on EP and Associated Problems

The relationship between SM usage and EP remains poorly understood, despite numerous studies. While Van Zoonen et al. (2022) found that excessive SM use negatively affects employee well-being, the impact of SM usage on EP remains fragmented and insufficient (Moqbel & Kock, 2018). The researchers tested the null hypothesis below to determine whether there is a statistically significant relationship between these variables due to the random variation in previous results.

Ho: There was no significant relationship between the problems encountered with the use of SM at work and the perceived impact of SM usage on EP.

RESEARCH METHOD

The researchers used a descriptive-quantitative research method to describe and present the summarized dataset. This method is appropriate for exploring a variable within a specific population and obtaining data about it (Siedlecki, 2020). The research occurred in a department of a Philippine BPO company, involving different employee roles, including team leaders and individual contributors. This ensures a broad overview of SM usage across various areas within the organization. The sample size was computed using a Raosoft sample size calculator with a 95% confidence level and 5% acceptable margin of error, arriving at a sample size of 121 from the overall population of 175 employees. Employing a simple random sampling technique, the target respondents were regular employees of the BPO company in various capacities.

The study employed a researcher-structured questionnaire that was content-validated by two experts in organizational management in the BPO setup. Their comments and suggestions were incorporated in the final version of the instrument. The purpose, impact, and problems encountered on SM usage were measured with a five-point Likert scale: 1.00 – 1.79 (Disagree; Never); 1.80 – 2.59 (Moderately Agree; Rarely); 2.60 – 3.39 (Agree; Sometimes); 3.40 – 4.19 (Much Agree; Often); and 4.20 – 5.00 (Very Much Agree; Always). According to Gupta and Bashir (2018), the use of a Likert scale instrument with psychometric properties is helpful for measuring SM usage. The questionnaire, composed of 40 items, was pilot tested on 10 participants and produced a Cronbach's alpha score of 0.847 in all sections (Table 1), indicating strong reliability in capturing the necessary data for this study. This score suggests that the questions were intended to capture the intended study focus (Hussey et al., 2025). The survey questionnaires, prepared using Google Forms, were distributed to all respondents via Facebook Messenger and personal email for one week, from October 12 to 19, 2024.

A confidentiality note was provided in the survey questionnaire to assure the respondents that the information provided was used only in the study. The data gathered from the respondents were analyzed using frequency, percentage, standard deviation, weighted mean, and Spearman's rank correlation.

Table 1. Reliability Statistics

Construct	Cronbach's Alpha	No. of Items
SM platform and purposes	0.834	14
Impact of SM on EP	0.930	20
Problems encountered when using SM	0.777	6
Average	0.847	

FINDINGS AND DISCUSSION

This section presents the interpretation of the data obtained from the survey questionnaires distributed to employees at a BPO company. A detailed discussion of the tabulated responses was presented and examined in accordance with the objectives of the study.

Profile of Respondents

The profiles of the 121 respondents who consented to participate in this research are presented in Table 2. The profile includes age, gender, position, and length of service.

Table 2. Profile of the Study Respondents

Indicator	Frequency	Percentage
Age		
21–25 years old	3	2
26–35 years old	34	28
36–45 years old	79	65
46–50 years old	3	2
Over 50 years old	2	1
Total	121	100
Gender		
Male	48	40
Female	73	60
Total	121	100
Position		
Leader of the Team	27	22
Individual Contributor	94	78
Total	121	100
Length of Service		
1 year	7	6
1–3 years	17	14
4–5 years	7	6
6–10 years	35	29
Over 10 years,	55	45
Total	121	100

The data in the table indicate that the majority of participants are between the ages of 36 and 45 and have been with the company for over 10 years, indicating that the company has a good environment that retains its employees. The majority of respondents are individual contributors in

terms of their job roles at the company. In terms of gender distribution, females make up the majority, suggesting that the company promotes gender equality. Overall, this is a positive indication that the company has strong gender diversity and a stable, experienced workforce.

SM Platforms and the Purpose of Their Usage in Workplaces

SM platforms can be of many uses both for personal and professional use as they are interactive technologies that facilitate creating, sharing, and aggregating content among virtual communities and networks, enabling users to connect, communicate, and collaborate. Table 3 presents the purpose of employees in using SM in the workplace.

Table 3. Purpose of Employing SM at Workplace

Purpose/Indicator	Weighted Mean	Standard Deviation	Descriptive Rating
Improve my communication and collaboration with key stakeholders.	2.4628	1.21134	Moderately Agree
Provides professional connections with people outside the company.	2.6777	1.23298	Agree
Pave the way to gather information from potential suppliers and customers.	2.1488	1.19486	Moderately Agree
Gave me the opportunity to take a mental break.	3.8430	0.93993	Much Agree
Allow me to ask questions and solve work problems outside my company.	2.3306	1.11347	Moderately Agree
Strengthen and build personal relationships with coworkers.	3.0331	1.16857	Agree
Provide a platform for me to share my achievements and milestones.	2.4876	1.11890	Moderately Agree
Improve skills and competencies for more enhanced performance of work responsibilities.	2.5289	1.06516	Moderately Agree
General Weighted Mean	2.6890		Agree

As can be gleaned from the table, the respondents' main reason for SM usage is for mental break, emphasizing that respondents highlight the importance of maintaining their mental well-being. SM is a tool to disconnect from work stress and recharge, foster connections among colleagues, and maintain professional networks (Brailovskaia et al. 2022). Oksa et al. (2022) stated that when collaboration among colleagues and stakeholders becomes seamless, tasks can be completed flexibly at any time and place. The rest of the results show that employees seldom use SM for their work-related activities, which implies that the subject BPO company has a strong employee support system for work-related queries and that it has a good program for employee recognition and development that they do not depend on SM use to promote their achievements. Overall, respondents "Agree" that they use SM in the workplace only for their mental breaks and connections with their network.

The researchers also presented 5 different SM platforms (Table 4) for the respondents to rate their usage in the workplace. The results demonstrate that Facebook and YouTube are rated as the most used platforms, albeit for a limited time. This confirms the previous findings in Table 3 that employees use SM for their mental break, given that Facebook and YouTube content is based

on users' preferences (Bessi et al., 2016). An overall rating of 2.35 ("Rarely") indicates that the respondents limit and manage their time in using SM in the workplace for these five SM platforms, demonstrating a high level of professionalism among employees. Although they have access to social media at any moment, they prioritize value-adding tasks that positively impact their output. This positive trait agrees with the study by Eon et al.'s (2021) study, which indicated that employees who manage their time wisely demonstrate higher levels of professionalism and productivity.

Table 4. SM Platform Usage

SM Platforms	Weighted Mean	Standard Deviation	Descriptive Rating
Facebook	3.1818	0.97468	Sometimes
Tiktok	1.9174	1.08464	Rarely
Instagram	2.4380	1.16112	Rarely
Youtube	2.6860	1.13309	Sometimes
Twitter	1.5289	0.85707	Never
General Weighted Mean	2.3504		Rarely

Impact of SM Usage on EP

The usage of SM in the workplace of the subject-BPO company in the Philippines was assessed according to four EP elements: productivity, communication, job satisfaction, and professional development.

Productivity

Employee productivity refers to how efficiently and effectively employees perform their duties. It is typically measured by the input-output ratio (time, resources, effort). High productivity indicates more or better-quality work in each period, contributing to organizational success (Jones, 2016). Table 5 presents the employee statements about the impact of SM usage in terms of their productivity.

Table 5. Perceived Impact of SM Usage on Employee Productivity

Indicator	Weighted Mean	Standard Deviation	Descriptive Rating
SM usage helps me stay updated on industry trends	3.6612	0.93589	Much Agree
SM usage improves my ability to collaborate with colleagues	3.4793	0.99246	Much Agree
SM usage helps me with my work tasks by providing additional knowledge/information related to office assignments/tasks	3.1405	0.92471	Agree
SM usage enhances my creativity and problem-solving skills by challenging existing beliefs and encouraging new ways of thinking.	3.3140	0.93125	Agree
SM usage has a positive impact on my job performance because it increases my efficiency in performing daily tasks	3.2231	0.91731	Agree
General Weighted Mean	3.3636		Agree

Table 5 presents the respondents' affirmation that SM keeps them updated on industry

trends and improves collaboration among colleagues. By knowing the latest industry developments and technologies, employees stay competitive and relevant in the job market and enable employees to make informed decisions and contribute valuable insights to their organization, thereby increasing their productivity. These findings align with Bacca-Acosta et al. (2023), who highlighted that staying updated with the latest technological developments is crucial for maintaining a competitive edge in the market. Accordingly, employees who are aware of current trends and technologies are better positioned to contribute to their organization's relevance in the job market. Overall, respondents "agreed" with a mean average of 3.36 that SM positively impacts employee productivity as a tool to gain information and knowledge that they can apply to their current role. This aligns with Perez et al., (2023), who found that SM can support knowledge sharing and learning, which improves employees' technical and soft skills, thereby increasing their productivity.

Communication

Communication involves the exchange of information and ideas between individuals or groups. Effective communication is vital for any organization because it enables employees to coordinate activities, share knowledge, and make informed decisions (De Ramos & Briones, 2024; Laco et al., 2024). Table 6 reflects the employee's perceived impact of using SM in terms of communication.

Table 6. Perceived Impact of SM Usage on Employee Communication

Indicator	Weighted Mean	Standard Deviation	Descriptive Rating
SM usage helps promote information and awareness about important events in my company.	3.6694	0.89804	Much Agree
SM usage allows me to express my thoughts and opinions more freely.	3.5207	0.90461	Much Agree
SM usage has encouraged me to become a part of online communities for additional knowledge and collaboration.	3.6198	0.80887	Much Agree
SM usage helps me communicate with people from different cultures.	3.8678	0.82606	Much Agree
SM usage informs me about current events and trends in the industry.	3.8926	0.87371	Much Agree
General Weighted Mean	3.7114 Much Agree		

The overall rating of "Much Agree" indicates a strong agreement that SM enhances various aspects of communication, as respondents perceive SM as a beneficial tool for enhancing interaction, promoting awareness, encouraging collaboration, and staying informed about industry trends. This may be because employees can use current events as talking points with their colleagues and use those topics for group discussions within their teams. The results agree with Ahmad et al. (2022), who stated that SM helps employees stay updated with industry trends. Other findings indicate that employees strongly believe that SM can enhance collaboration and freedom of expression by inclusively discussing diverse viewpoints, thus enriching discussions and collaborative efforts. This finding is consistent with the study by Ostic et al. (2021) that indicated that SM use can be a means to overcome interaction barriers and encourage greater virtual self-disclosure. SM use can enhance trust and foster the formation of social connections, thereby improving communication with others.

Job Satisfaction

Job satisfaction reflects how contented and fulfilled employees feel, encompassing job tasks, work environment, compensation, and relationships. It is crucial to retain employees, boost productivity, and maintain a positive workplace. Satisfied employees are more motivated, perform better, and stay longer, contributing to organizational success. Conversely, low job satisfaction can lead to disengagement, absenteeism, and turnover, posing challenges for management (Reissová & Papay, 2021). Table 7 displays the employee's perceived impact of using SM on their job satisfaction.

Table 7. Perceived Impact of SM Usage on Employee Job Satisfaction

Indicator	Weighted Mean	Standard Deviation	Descriptive Rating
SM usage makes my job more enjoyable	3.2645	0.90156	Agree
SM usage makes me more connected to my colleagues and team members, positively impacting my job enjoyment.	3.4333	1.02681	Much Agree
SM allows me to receive recognition and feedback from outside the organization.	2.9917	0.95303	Agree
SM usage helps me achieve a better work-life balance by providing me with mental breaks.	3.8678	1.00782	Much Agree
SM usage at work helps me collaborate more effectively with my team, leading to greater job fulfillment.	3.2727	0.93095	Agree
General Weighted Mean	3.3660		Agree

As shown in Table 7, SM usage has a positive impact on employee mental well-being; improving relationships with others contributes to employee job satisfaction. Employees use SM to reduce stress, interact with colleagues, and foster a sense of belongingness, which can enhance job satisfaction by providing an avenue to destress and improve their relationship with their colleagues. This impact on job satisfaction confirms the findings of Wang et al. (2023), who asserted that employees who engage in SM often experience increased job satisfaction due to improved communication and stronger social bonds with colleagues. The positive impact of mental health awareness aligns with Brailovskaia et al. (2022), who stated that SM serves as a means to unwind from work-related stress, resulting in productivity boost and overall well-being.

The overall "Agree" rating of 3.36 indicates that respondents recognize that SM usage has positive effects on job satisfaction, making their job more enjoyable and affording them achievements within the organization. This supports Liang et al. (2020), who stated that employees use SM for social-related or work-related purposes. The use of social-related motives promoted employee job satisfaction, whereas the use of work-related motives increased employee productivity.

Professional Development

Professional development is all about growing and improving one's career. It is the process of learning new skills, gaining more knowledge, and building experiences to improve at what they do. This could mean taking courses, attending workshops, getting a mentor, or even just learning new things on the job. The overall goal is to help employees improve at work, advance their careers, and achieve professional goals. Table 8 exhibits the employee perceived impact of using SM on their professional development.

Table 8. Perceived Impact of SM Usage on Employee Professional Development

Indicator	Weighted Mean	Standard Deviation	Descriptive Rating
SM usage provides opportunities for professional growth.	3.3636	0.81650	Agree
SM usage helps me learn new skills relevant to my job	3.3802	0.87803	Agree
SM usage exposes me to new career opportunities.	3.7250	0.93452	Much Agree
SM helps me discover new hobbies and interests.	4.0000	0.82664	Much Agree
SM provides access to educational resources and learning opportunities.	3.8678	0.86547	Much Agree
General Weighted Mean	3.6673 Much Agree		

As Table 8 shows, regarding the impact of SM on professional development, respondents strongly support the notion that SM can be used to search for new learnings and experiences. This shows that the subject BPO can further improve their program by allowing their employees to explore new things outside their current role. New learnings and experiences can have a positive impact on employees, as indicated by Wibowo et al. (2023), who declared that SM may generate a new trend that leads to enhancing new learnings and experiences through cultural interactions. This result also conforms with the findings of O'Connor et al. (2021), who suggested that engaging in SM activities can positively influence career-related networks and contacts, thereby enhancing career opportunities. Overall, the respondents' "Much Agree" with general weighted mean of 3.67 indicates that the use of SM is perceived to have a very positive impact on professional development by providing new learnings that they can use in their existing role and provides easy access to a wealth of information, including industry news, trends, webinars, and online courses. This continuous learning helps employees stay updated and improve or learn new skills. Bruguera et al. (2019) suggested that SM is particularly effective in professional development in informal learning contexts, providing flexible and accessible opportunities for professional growth.

Problems Associated with the Use of SM

While SM can be a great way to stay connected and entertained, it can also bring about some issues, especially at work. The researchers presented respondents with 6 different problems associated with their use of SM.

Table 9. Problems Associated with the Use of SM at Work

Indicator	Weighted Mean	Standard Deviation	Descriptive Rating
I experienced distractions and time management issues.	2.7438	0.95332	Agree
I was irritated by the constant notifications I received.	2.5868	1.06199	Moderately Agree
I found it difficult to maintain clear boundaries between my personal and professional life.	2.1157	0.95908	Moderately Agree
I encountered miscommunication problems with my colleagues.	1.8167	0.94365	Moderately Agree
I have suffered issues related to privacy concerns.	1.9091	0.98319	Moderately Agree

Indicator	Weighted Mean	Standard Deviation	Descriptive Rating
I experienced conflicts or tension with colleagues.	1.5950	0.85224	Disagree
General Weighted Mean	3.3636		Agree

As can be seen from the table, the respondents agreed that distraction is the most common problem when using SM at the workplace, which can result in time management issues. Liu et al. (2021) found that SM usage can lead to frequent interruptions, making it challenging for employees to manage their time effectively. Interestingly, respondents generally "Disagree" that SM usage leads to conflicts or tension with colleagues, which negates Oksa et al. (2021) study that SM usage can create tensions and conflict. The general weighted mean of 3.3636 suggests that respondents agree that several problems like personal and professional boundaries, miscommunications with others, and privacy issues, are associated with SM use in the workplace. This supports previous studies (Kamal et al., 2020; Roller, 2024; Liu et al., 2021) that social media can lead to various issues, such as decreased productivity, potential security risks, and distractions that can affect overall work performance. Addressing these concerns could involve implementing clear policies and guidelines to effectively manage social media use in the workplace.

Relationship between the Perceived Impact on EP and the Problems Encountered in the Use of SM

The relationship of SM usage in EP in terms of productivity, communication, job satisfaction, and professional development and the problems encountered using SM was analyzed using Spearman's rank correlation technique. Table 10 shows the result of statistical analysis on the null hypothesis, (Ho): There is no significant relationship between the problems encountered with the use of SM at work and the perceived impact of SM usage on EP.

Table 10. Relationship between the Problems Encountered and the Impact of SM Use

	Variables	Coefficient of Correlation (r)	p-value	Decision (α = .05)	Conclusion
	Productivity	.071	.364	Accept Ho	NS
Problems Encountered	Communication	-.024	.766	Accept Ho	NS
	Job Satisfaction	.012	.878	Accept Ho	NS
	Professional Development	.139	.080	Accept Ho	NS

Legend: NS = not significant.

Based on the result, there is no correlation between the problems encountered on the use of SM and the perceived use of SM on EP since all the p-values are greater than 0.05, which means that none of these correlations are statistically significant with respect to productivity (r = .071; p-value = .364), communication (r = -.024; p-value = .766), job satisfaction (r = .012; p-value = .878), and professional development (r = .139; p-value = .080) as all the computed p-values are greater than 0.05 level of significance. Therefore, the result says that there is no significant relationship between problems in SM usage and the aspect of EP on productivity, communication, job satisfaction, and professional development; hence, the null hypothesis that there is no significant relationship between the problems encountered with the use of SM at work and the perceived impact of SM usage on EP is accepted. This implies that the use of SM has a positive impact on EP. This may have occurred because the respondents managed their SM usage during their working hours. Another

reason could be that employees maintain high professionalism even though they can access SM anytime; they use their time wisely and focus more on value-adding tasks that can reflect their output. The results validate the studies by Zhang et al. (2021) and Cai et al. (2020), which revealed that SM usage is positively related to positive employee outcomes. This means that when employees use social media in a work context, it can lead to improvements in various aspects of their job performance and overall work experience.

Strategies to Maximize Benefits of Employing SM in the Workplace

The proposed strategies provide a valuable roadmap for the subject BPO to maximize the positive impact of SM. Based on these findings, SM usage has a positive impact on EP. Therefore, organizations might benefit more if they allow responsible usage of SM. These strategies highlight suggestions to improve the institution's SM usage policy and to address each dimension of productivity, communication, job satisfaction, and professional development. This supports Ostic et al. (2021) study, which highlighted the significance of positive SM usage on overall psychological well-being, mainly due to the positive effect of bonding and bridging social capital. Concepcion et al. (2024) pointed out that improving employees' work-life balance promotes high job satisfaction, which can eventually enhance their EP. The researchers provide recommendations based on areas that need improvement because of assessments of the impact of SM on EP in the subject BPO company within the variables covered in the study. Table 11 lists the strategies to ensure continuous improvements.

Table 11. Strategies to Maximize SM Usage in Workplaces

Variables	Key Areas Needing improvements	Proposed Strategies
Productivity	Support Work Tasks with Additional Knowledge	● Management should encourage employees to join professional groups and forums on SM where they can seek advice and share knowledge related to their tasks.
Communication	Self-Expression	● Create constructive and positive engagement training that fosters a healthy online environment. ● Provide training sessions to ensure employees understand how to use social media effectively and responsibly.
Job Satisfaction	Recognition and Feedback	● Continue sharing stories about individual or team achievements. Highlighting these successes can motivate others and foster a culture of appreciation. ● Continue the practice of implementing programs where employees can nominate each other for awards or recognition and share these awards on the SM

Variables	Key Areas Needing improvements		Proposed Strategies
Professional Development	Opportunities Professional Growth	for	• Subsidize online courses, webinars, and certifications available on platforms such as Coursera, Udemy, and LinkedIn • Create internal social media groups for employees to share articles, research, and best practices.

Although this study is based on a BPO company in the Philippines, the proposed strategies can be adapted and implemented in different countries, industries, or organizations that share similar characteristics or conditions. These include:

1. Cultural openness to SM usage: Organizations that encourage open communication and social interaction among employees.
2. Technological infrastructure: The availability of robust IT systems that support SM platforms.
3. Management support: Leadership that values employee well-being and productivity.
4. Flexible work policies: Policies that allow responsible SM usage during work hours.
5. Focus on employee development: Commitment to continuous professional development and training.

By identifying and leveraging these common characteristics, other settings can successfully adapt and implement the strategies proposed in this study.

CONCLUSION

This study assessed the impact of SM use in the workplace. The results demonstrate that employees use SM the most in the workplace for their mental well-being. The study also confirmed that SM usage has positive effects on the following aspects of EP: on productivity, by keeping employees updated with the latest trend and improving their relationships with their colleagues; on communication, SM enhances interaction, promotes awareness, encourages collaboration, and allows them to be informed about industry trends; on job satisfaction, SM makes their job more enjoyable, and allows their achievements to be acknowledged within the organization; and lastly, on professional development, SM provides new learnings which employees can use on existing roles and provides easy access to information, including industry news, trends, webinars, and online courses. However, there are also negative effects of SM usage like distraction and time management issues, which could lead to a decrease in EP. This conclusion is supported by the survey results, which indicate that issues arising from SM use do not have significant overall impact on EP. While problems related to SM usage occur in the subject BPO, employees show a high level of professionalism by wisely managing their time in using SM; thus, reducing its negative effects on EP. The researchers recommend a strategic roadmap on how the BPO company can be transformed into a more positive and productive environment using SM. It is further recommended that companies incorporate SM usage in employee development or develop a program that teaches employees to maximize the benefits of social media. Likewise, similar institutions can leverage these findings to create targeted initiatives and programs to improve EP in relation to SM use.

LIMITATION & FUTURE RESEARCH

This study has some limitations. First, the subject locale was limited to a department within

a BPO. The researchers recommend that future studies include a more diverse range of BPO employees from company to company to broaden the research scope. Second, the data-gathering method is limited to surveys. Incorporating multiple data collection methods, such as in-depth interviews, focus group discussions, and observations, could mitigate self-report bias and enhance the validity of the findings. Third, there are many other SM platforms, instant messaging services, blogs, and information-sharing sites; however, this study only analyzed five such platforms. There are limitations in generalizing the results of this study; thus, future research should focus on more diverse forms of social media. Despite these limitations, the current study presents a comprehensive knowledge structure for the relationship between SM usage and EP by examining the findings of this investigation. Furthermore, exploring BPO companies that completely ban SM use in the workplace presents an intriguing area for future research.

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