

Social Media at the Workplace: An Empirical Analysis of the Effects on Employee Innovative Behavior and Job Performance

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ABSTRACT

This paper draws on uses and gratification theory and aims to explore the role and impact of different types of social media use at the workplace on employee innovative behavior and individual job performance. Structural equation modeling was used in the estimation of the model linking social media use, employee innovative behavior, and job performance. The findings suggest that only the cognitive use of social media in the workplace has a positive impact on employee innovative behavior and indirectly on job performance. In contrast, social use has a significant negative effect on job performance.

KEYWORDS

Cognitive Use of SM, Employee Innovative Behavior, Employee Job Performance, Hedonic Use of SM, Social Media, Social Use of SM

1 INTRODUCTION

Social media (SM) and social networks (SN) have become popular among persons of all ages (Albayrak & Yildirim, 2015; Balakrishnan, 2014). For this reason, even at a strategic level, businesses are trying to find solutions to guide their employees to use social media in the way that will enhance their work activities. That is why organizations use mainstream, public and personal social media to enhance employee engagement, knowledge sharing, creativity, customer service, marketing and talent recruiting (Song, Wang, Chen, Benitez, & Hu, 2019). It is necessary for companies to create an environment that will enhance the performance of their employees, but also to understand the challenges and opportunities of the changing nature of the today's workforce in the context of the development of new technologies (Gibbs, MacDonald, & MacKay, 2015). In the modern business era of technology, knowledge sharing and innovation are extensively acknowledged as the critical competitive aspects that can significantly influence and foster the survival, outstanding performance, and adaptation of an employee (Ngai, Tao, & Moon, 2015; Palacios Marqués & José Garrigós Simón, 2006; Sigala & Chalkiti, 2015).

The global expansion of digital technologies in the last two decades has had incredible growth and has created a lot of changes in the business world and everyday lives, as well as raised questions about the digital age opportunities for global development. New technologies have created different

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opportunities that were previously unavailable to organizations. For their optimum use, it is necessary for companies to embrace exponential changes and trends in technology, and become flexible and adaptive (Collins, Fineman, & Tsuchida, 2017). One of these trends is social media technologies that have created tremendous changes in all spheres of our lives and became the most important and reliable source of information for users and companies (Cheema & Papatla, 2010). In addition to using it for private purposes, social media technologies have brought changes in the business world too, from creating new business and marketing models to “more successful customer behavior, new ways of managing and learning, improving innovation, sharing knowledge, collaboration, and communication” (Aral, Dellarocas, & Godes, 2013).

Many sources claim that social media tools have a positive impact on employee productivity and performance at work (Ali-Hassan, Nevo, & Wade, 2015; Ashraf & Javed, 2015; J. Bennett, Owers, Pitt, & Tucker, 2010; R. Kishokumar, 2016; Moqbel, 2012; Moqbel, Nevo, & Kock, 2013; Nielsen & Razmerita, 2016) while some of them believe that positive aspects also include networking, business process acceleration, customer relations improvement, cost-effective recruitment of quality employees, improvement of morale, motivation and employee satisfaction (Van Zyl, 2009). Similarly, Jafar, Geng, Ahmad, Niu, & Chan (2019) find that use of SM could enhance employees' job performance through knowledge exchange, while Zivnuska, Carlson, Carlson, Harris, & Harris (2019) argue that balance and burnout mediated the relationship between social media and job performance. At the other side, some studies claim that using social media at the workplace has negative effects that reflect in “productivity decline, data leakage, malware, scams, and so on” (Wilson, 2009) or by inducing technostress that negatively affects job performance (Brooks & Califf, 2017). In other words, it is clear that there is a dilemma in the literature regarding the impact of the use of social media in the workplace on workers' work performance. Therefore, in this study, we investigate the role and impact of different types of social media use at the workplace on employee's innovative behavior and individual job performance. Based on the literature review, a research model and hypotheses were developed. The research model predicts that social media influence innovative work behavior and consequently individual work performance. This study attempts to resolve the controversy mentioned above and complete the missing knowledge by empirically studying different dimensions of social media in the workplace context.

2 LITERATURE REVIEW

2.1 Social Media Use

“Social media” term has different definitions, but in general it is a common name for a variety of Internet platforms, tools, and applications aimed at enabling collaboration and content creation and dissemination (Ramsaran-Fowdar, 2013). According to Blackshaw & Nazzaro (2006), social media “describes a variety of new sources of online information that are created, initiated, circulated and used by consumers intent on educating each other about products, brands, services, personalities, and issues”. Kaplan & Haenlein (2010) define social media as a group of Internet-based applications created on the ideological and technological basis of Web 2.0 technology, that enables the creation and exchange of user-generated content.

The most frequently used classification of social media in the literature is the schema presented by Kaplan & Haenlein (2010) and expanded by Kluemper, Mitra, & Wang (2016). The schema includes the social media that are relevant to human resource management, and we will comply with this customized classification and explain the types of social media relevant for this study.

Figure 1. Social Media Classification

	Social Presence / Media Richness		
	Low	Medium	High
High	Blogs, mobile applications (e.g., Pinterest), project management systems, collaborative software	Social networking sites (e.g., FB, LinkedIn)	Virtual learning environment (Moodle, OLAT), virtual social world (e.g., second life)
Low	Collaborative projects (e.g., Wikipedia), information sharing systems (e.g., BookCrossing)	Content communities (e.g., YouTube, Reddit, SlideShare)	Engagement development platforms (e.g., Engage), virtual game world (e.g., World of Warcraft)

Source: Kluemper et al. (2016)

The technological foundation of the development of online social media is Web 2.0. In other words, Web 2.0 are platforms that host applications that support user-generated content. Before the advent of Web 2.0, online space is treated as Web 1.0. The main difference between web 1.0 and web 2.0 is the ability to create content. Web 1.0 is a web concept based on publishing content by content creators, while in the era of web 2.0, end-users are enabled to use mobile and web-based technologies to exchange, co-create, discuss and modify user content through these platforms (Chawinga, 2017). Using Web 2.0 tools, users create in collaboration, pooling knowledge, and creating content that they share with each other, which is subsequently redistributed and used by other users. This phenomenon suggests that users are more satisfied with a new active role in creating content, and not just passive consumption of what has been created for them by others (Harrison & Barthel, 2009).

There is often a question of the difference between social media and social networks. Social networks are a form of social media defined by the following socio-technical features: 1) Profiles that can be uniquely identified, consisting of content created by the user; 2) (semi)public display of connections; 3) features that enable users to consume, produce, and communicate with user-generated content provided by their connections (Greenhow & Askari, 2017). Examples of social networks are Facebook, Instagram, LinkedIn, etc. At the other side, social media refer to a “wide range of applications enabling users to create, share, comment and discuss digital contents” (Manca & Ranieri, 2016). Social media are a broader term and encompass different types of media, such as videos, blogs, wikis, etc. Social media is a group of Internet-based applications created on the technological basics of Web 2.0 technology, which enables the creation and exchange of content generated by the users.

Social media is considered a phenomenon that has changed the way the business environment works. Companies are now able to access resources that were otherwise unavailable and social media tools enabled companies to increase their value, strengthen strategic partnerships, and strengthen communication with customers and suppliers. Today, it is crucial to know how to manage social media tools to grow and promote different business segments of a company. Proper implementation of these can lead to cost-effective productivity gains, as well as advancing competitive advantages

at various levels (Andriole, 2010). First papers on improving business processes through the use of social media were published in early 2008 (Huberman, 2008; Thackeray, Neiger, Hanson, & Mckenzie, 2008). Huberman (2008) argues that social media plays a key role in generating, disseminating and validating ideas. The same is confirmed in the studies carried out by Thackeray et al. (2008) and Warr (2008) where they describe the possibility of direct customer involvement in a creative process through the creation, organization, and sharing of information.

In order to take into account the different types of use of social media within the organization, we rely on the Uses and Gratification (U&G) theory (Ruggiero, 2000) which identifies the three main types of needs that can be met by different media - social needs, such as the need to strengthen contact with family, friends or acquaintances; hedonistic needs such as need for emotional and enjoyment experiences, cognitive needs such as need for information, knowledge and understanding (Blumler, 1979; Katz, Haas, & Gurevitch, 2006; Lometti, Reeves, & Bybee, 1977). In this theory, various authors have found the basis for three dimensions of the social media use that meet the described needs (Ali-Hassan et al., 2015): social use of SM, cognitive use of SM and hedonistic use of SM.

2.2 Employee Job Performance

The term “performance” in a business setting can imply an organizational or individual level. Employee job performance is a requirement for superior organisational business performance. Hence, human resources are a crucial factor in achieving organizational goals and creating the value that will generate superior business performance. In fact, resources such as infrastructure or physical resources have no function without the support of a skilled workforce that directly influences efficiency in business processes. Good employee job performance equates to their ability to contribute through their work to specific organizational goals. Hence, the level of company success depends on both human resource management and performance (Muda, Rafiki, & Harahap, 2014). Human resources are considered vital to achieving organizational performance and a major factor in achieving expected business results.

Because the conceptualization of employee performance differs by job type, a large number of measures were used to analyze this concept (Tubré, Arthur, & Bennett, 2014). The estimate of performance often focused on objective productivity measures (e.g., number of days of absence, specific activities or workplace scores) or on subjective estimates of the quantity and quality of work by the employee, co-worker or supervisor (Viswesvaran & Ones, 2000). Although these methods provide valuable information, it is considered that they do not include all the complexity and behavior relevant to the employee’s job performance, which poses the question of what this concept is. Most often used definition in the literature defines it as employees’ behaviors or actions that are relevant to organizational goals.

2.3 Employee Innovative Behavior

From the beginning of the industrial revolution, innovation has been a key source of competitive advantage. It has become imperative and a prerequisite for many companies in the knowledge-based economy. It is considered that any organization that is oblivious to this reality and does not innovate will experience decline and demise of an existing organization (Kheng, Mahmood, & Beris, 2013). Today the entire concept of innovation in all its forms, processes, products, services and work methods is considered more of a product of human mind where the greatest focus is on organizational human resources (Kheng et al., 2013). West & Farr (1989) defined innovative work behavior as an employee’s action directed at the generation, application and implementation (within an individual, group or organization) of ideas, processes, products or procedures which are new to the relevant unit of adoption, designed to significantly benefit the individual, the group, organization or broader society. Jain (2010) considers innovation a social process since it implies an interaction between those who innovate and those who are affected by the innovation, and there is recognition that one’s action will affect others and will influence that action; to innovate means “bring in novelties, make

changes". Workplace innovation is known by several names, such as individual innovation (Bunce & West, 1995) and innovative behavior (Janssen, 2008; Kleysen & Street, 2001).

3 RESEARCH BACKGROUND AND HYPOTHESES

The hypotheses introduced in this section are depicted in the research model in Figure 2. Each main construct was included in the model as a latent variable. Hypotheses are represented by arrows connecting pairs of latent variables.

Social media use is still considered as a phenomenon that has not been thoroughly investigated, especially in terms of business and workplace context. The effect of the employee use of social media is being debated by academics and practitioners (Boyd & Ellison, 2007; North, 2010). This study attempts to explore and resolve the controversy related to the influence on employee work performance examining the impact of different types of social media use on employees' innovative behavior, and consequently on individual job performance. Based on the literature, a research model and hypotheses were developed.

3.1 Social Media Use And Innovative Behavior/Job Performance

Innovative behavior is considered as an essential factor in achieving high performance (Moqbel, 2012). Employees that have better access to supporting resources tend to be more innovative, and their qualities are valuable, rare, and hard for competitors to imitate which, in turn, leads to the competitive advantage of the firm (Lengnick-Hall, 1992). Social media enables users to interact and successfully search, develop and adopt new ideas (Moqbel, 2012), since it changes the way people search, learn, read, share and discuss. The creativity model proposes that resources of information represent a significant opportunity for an individual to be innovative (Amabile, 1998). Also, it is considered that social media can improve innovative workplace behavior by providing crowd-sourcing strategies that include customers in a collaborative dialogue (Moqbel, 2012). With this premise that social media allows employees and businesses access to resources that would not be available under normal circumstances (Jagongo & Kinyua, 2013), the information collected in that way may be important in providing insights, thoughts and ideas to employees and companies by directing them in a different and innovative way of thinking and carrying out activities and duties (Evans, 2010). Aguenza, Hani Al-Kassem, Puad Mat Som, Al-Kassem, & Som (2012) conducted research that demonstrated that social media inspire ideas and innovative behavior of employees through collaboration and sharing of knowledge. Sharing information may also lead to developing innovative behavior, for example, divergent thinking. When exchanging knowledge with peers, employees are exposed to different ideas and ways of thinking (Mittal & Dhar, 2015; Yuan & Woodman, 2010). This process of knowledge sharing leads employees towards possible solutions for different problems and directs them to new ways of solving those problems. That way, social media creates the foundations for knowledge gaining and knowledge sharing that results in producing something new for individuals (Baumann & Bonner, 2017; Lietsala & Sirkkunen, 2008). Furthermore, it is through this knowledge sharing process that the flow of resources among participants accelerates innovative behavior of the employees (Ancona & Caldwell, 2008; Perry-Smith, 2006).

To sum up, these findings show that social media platforms allow individuals to discover, create and adopt new ideas successfully (Azua, 2009), co-create knowledge and ultimately can enhance workplace innovative behavior if used in right purposes. This purpose relates to the motives of social media use, which is why the results of the SM use depend on its types – social, cognitive, hedonistic. This leads to the following hypothesis:

- H1a: Social type of social media use influences employee innovative behavior.
- H1b: Cognitive type of social media use influences employee innovative behavior.
- H1c: Hedonistic type of social media use influences employee innovative behavior.

On the other hand, studies exploring the influence of social media on different dimensions of employee performance have proven a positive relation between these variables. (Ashraf & Javed, 2015; J. Bennett et al., 2010; M. Kishokumar, 2016; Mohamed, Sidek, Izharudin, Kudu, & Hassan, 2017; Moqbel, 2012; Moqbel et al., 2013; Nielsen & Razmerita, 2016). Further, Ali-Hassan, Nevo and Wade (2015) have proved that the use of social media at work improves employee performance through the improvement of their social capital. Also, Ashraf and Javed (2015) analyzed the influence of social media on four dimensions of employee performance: skills, knowledge, productivity and motivation, showing a positive correlation.

However, this topic often provokes controversial reactions as well. Authors who opposed the arguments claim that some of the potential negative effects include “productivity decline, data leakage, malware, scams, and so on” (Wilson, 2009). Also, some authors refer to the negative impact on work activities due to the loss of time using social media (Mastrangelo et al., 2006; Weatherbee, 2010). In connection with this topic, authors often discuss where the line between social media business networking and time-loss is, which is a very common dilemma in all social capital considerations (Steinfeld, DiMicco, Ellison, & Lampe, 2009). This is why the influence of the use of social media on individual job performance is still considered as an unclear and confusing topic, which results in a need to analyze different types of social media use and their impacts.

Based on these controversial conclusions in regards to the relationship between social media use and employee performance at the workplace, it is suggested that there is a significant relationship between these variables. However, depending on the observed aspect of individual performance, as well as the type of social media use, the mentioned relationship can be positive or negative. Taking into account the three types of social media use, the following hypotheses have been suggested:

H2a: Social type of social media use influences employee work performance.

H2b: Cognitive type of social media use influences employee work performance.

H2c: Hedonistic type of social media use influences employee work performance.

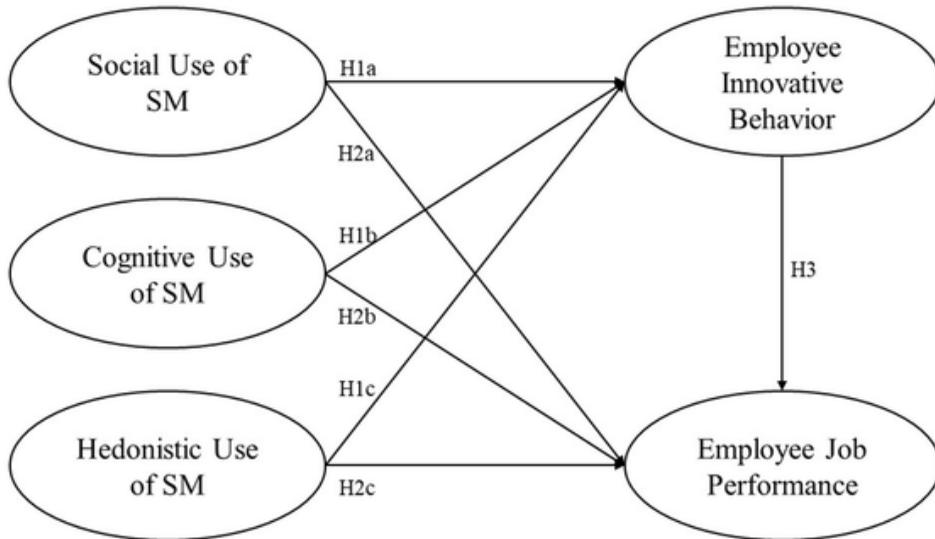
3.2 Innovative behavior and individual job performance

Innovative behavior of employees is considered as one of the most important indicators of individual work performance (Berman et al, 2010). Several studies have been conducted that found a positive relationship between innovation and organizational performance (Battor & Battor, 2010; Chaveerug & Ussahawanitchakit, 2008; Thornhill, 2006; Rosenbusch, Brinckmann & Bausch, 2011). However, as the performance of an organization is a collective effort of its individuals, it seems natural to argue that innovative behavior leads to better job performance at the individual level as well. Middelkoop (2016) also found that several other authors underline the importance of innovative work behavior of employees in order to improve organizational performance (Amabile, 1998; Van de Ven, 2008; Waterson et al., 2003). It is also empirically confirmed that social media through the effect on innovative work behavior, influences employee productivity, profitability, and performance (Bennett et al., 2010; Munene & Nyaribo, 2013). Moqbel (2012) also claims that innovative behavior is an extremely important factor that directly influenced job performance and mediated the effect of social networking site use intensity on job performance. In line with the discussion, we propose the following hypothesis.

In general, it is considered that few studies have examined the relationship between innovative behavior with the performance from an empirical perspective and on an individual level (Dörner, Gassmann, & Morhart, 2012). That is why, concluding from all the literature, this study suggests that innovative work behavior has a positive effect on individual work performance of employees.

H3: Innovative work behavior has a positive impact on individual work performance.

Figure 2. Proposed Conceptual Model



Source: Authors' work

4 EMPIRICAL RESEARCH

Aiming to test the proposed hypotheses, the survey methodology is used to collect the data. Respondents were employees of several companies operating at a developing country in South-eastern Europe. The basic criteria for the target population was that the person is employed, which implies that “a person has established a working relationship with the employer for a definite or indefinite period of time”. In this study, a snowball sampling method was used (Erickson, 1979; Sudman & Kalton, 1986). The questionnaire was distributed by email to a number of companies randomly selected from the available base of active companies asking their employees to complete the questionnaire. In addition to this, the questionnaire is distributed through social media LinkedIn.

Development of measurement models and indicators for all constructs was completed based on the review of the existing literature. All items were on a 7-point Likert scale format ranging from 1 (strongly disagree) to 7 (strongly agree). After reviewing the content validity of the created questionnaire with academic experts and practitioners, it was distributed through email with the invitation letter consisting the link to the questionnaire. The analysis was carried out on a sample of 279 respondents.

4.1 Measures

To improve validity, items in this paper have been adapted in the literature or used from existing scales. The measurement scale for social media use at work was adapted from Ali-Hassan, Nevo and Wade (2015). In the following table, the questions related to the mentioned construct are presented (Cao, Guo, Vogel, Liu, & Gu, 2012; Williams & Anderson, 1991). The measuring scale for employee innovative work behavior has been adopted from (Kleysen & Street, 2001).

Table 1. Indicators of Measurement Scales

Construct	Items	St. loadings
At the workplace, I use social media....		
Social use of SM	...get to know people I would otherwise not meet at work.	0.666
	...maintain close social relationships with people at work.	0.691
	...get acquainted with colleagues who share my interests.	0.922
	...discover colleagues with interests similar to mine.	0.884
Cognitive use of SM	...create content in collaboration with colleagues.	0.823
	...create content for work.	0.821
	...disseminate content at work.	0.853
	...access content created by my colleagues.	0.826
Hedonistic use of SM	...take a break from work.	0.695
	...entertain myself.	0.931
	...relax at work.	0.963
At the workplace, I often...		
Innovative work behavior	...look for opportunities to improve an existing process, technology, product, service, or work relationship.	0.815
	...generate ideas or solutions to address the problem.	0.893
	...experiment with new ideas and solutions.	0.880
	...suggest new ways to achieve goals or objectives.	0.862
At the workplace, ...		
Individual job performance	... I adequately complete the assigned duties.	0.902
	... I meet formal performance requirements of the job.	0.896
	... the quality of my work is top-notch.	0.761
	... I try to work as hard as possible.	0.683

Source: Authors' work

4.2 Sample

The number of questionnaires submitted was 304. Following Hair, Black, Babin, & Anderson (2014), observations containing more than 10% of missing data were removed from the sample, so 279 observations were left for the analysis., which is, according to (Hair et al., 2014), a sufficient number for the multivariate analysis technique. In addition to items related to the measurement scales, the questionnaire also contained demographic questions aimed at providing additional information about the respondents. The questions were about the respondent's sex, age, level of education, position, type of company, size of the company and its ownership. More detailed information on respondents is presented in the table below.

Table 2. Sample Characteristics

Demographics	n	%
Gender		
Women	191	68%
Men	85	30%
N/A	3	1%
Age		
18-25	85	30%
26-35	123	44%
36-45	50	18%
46-55	11	4%
56-65	7	3%
Level of education		
Primary education	0	0%
Secondary education	26	9%
Higher school education	19	7%
High professional education	132	47%
MA	88	32%
DR	6	2%
Job position		
Operational level	140	50%
Head of department	25	9%
Middle management	79	28%
Top management	22	8%
Department		
Sales	31	11%
Marketing	40	14%
Finance and Accounting	51	18%
Customer relationship	9	3%
Human resources	10	4%
Manufacturing	3	1%
Research and Development	13	5%
Strategy	27	10%
IT	35	13%
Operations	14	5%
N/A	46	16%

Source: Authors' work

5 DATA ANALYSIS

The data analysis was conducted through several steps. First, reliability and validity were checked performed using CFA. Then, the conceptual model was assessed using the SEM technique. Lisrel 8.8. was used for the data analysis. In both cases, the model fit was first tested using the fit indices proposed by Hair et al. (2014): normed χ^2 index, root-mean-square-error (RMSEA), standardized root mean square residual (SRMR), comparative-fit index (CFI), normed-fit index (NFI).

5.1 Reliability And Validity Testing

The estimation of measurement models fit with an acceptable fit (SM use: $\chi^2/df = 89.813/241 = 2.19$; RMSEA = 0.0654; SRMR = 0.0554; CFI = 0.980; NFI = 0.964; Employee innovative behavior: $\chi^2/df = 4.244/2 = 2.12$; RMSEA = 0.0635; SRMR = 0.0101; CFI = 0.997; NFI = 0.995; Employee work performance: $\chi^2/df = 4.015/2 = 2.01$; RMSEA = 0.0602; SRMR = 0.0124; CFI = 0.997; NFI = 0.994). The reliability and validity statistics is presented in Table 3. Convergent validity was evaluated by examining composite reliability (CR) and average variance extracted (AVE). CR scores exceed a threshold of 0.70 implying that scales are reliable. The AVE values exceed a threshold of 0.50 confirming convergent. Discriminant validity was assessed by comparing square root of AVE and the variance shared between the constructs (the diagonal values in Table 3 are the square root of the AVE, all of which are greater that the correlations confirming discriminant validity) (Hair et al., 2014). Hence, we conclude that all scales shows adequate reliability, as well as convergent and discriminant validity (Diamantopoulos & Siguaw, 2000; Hair et al., 2014).

Table 3. Reliability and validity statistics

<i>Dimensions</i>	<i>CR</i>	<i>AVE</i>	<i>SSM</i>	<i>CSM</i>	<i>HSM</i>	<i>INNO</i>	<i>PERF</i>
Social use of SM (SSM)	0.874	0.638	0.799				
Cognitive use of SM (CSM)	0.899	0.690	0.419	0.831			
Hedonistic use of SM (HSM)	0.903	0.759	0.264	-0.025	0.871		
Employee innovative behavior (INNO)	0.921	0.745	0.150	0.422	-0.055	0.863	
Employee job performance (PERF)	0.887	0.666	-0.096	0.102	-0.063	0.406	0.816

Source: Authors' work

5.2 Hypotheses Testing

The estimation of the structural model revealed an acceptable fit ($\chi^2/df = 250.670/142 = 1.77$; RMSEA = 0.0525; SRMR = 0.0508; CFI = 0.975; NFI = 0.948). The analysis of the path estimates showed that only three paths in the model were significant. The estimation shows that hedonistic use of SM does not explain employees' innovative behavior ($\beta = -0.040$, $p > 0.1$) nor employee job performance ($\beta = 0.001$, $p > 0.1$). Furthermore, the social use of SM does not influence employee innovative behavior ($\beta = -0.018$, $p > 0.1$), but it affects employee job performance negatively ($\beta = -0.154$, $p < 0.05$). Cognitive use of SM positively influences employee innovative behavior ($\beta = 0.428$, $p < 0.01$) while at the same time it does not affect job performance ($\beta = -0.017$, $p > 0.1$). Finally, employee innovative behavior positively influences job performance ($\beta = 0.436$, $p < 0.01$). H1 and H2 have been therefore partially accepted while H3 has been accepted.

This practically means that the cognitive use of social media in the workplace contributes both to the innovative behavior of the employees and also to the job performance indirectly through the innovative behavior. We further tested the indirect effect of SM cognitive use and confirmed a

significant indirect effect on job performance ($\beta = 0.187, p < 0.01$). On the other hand, the hedonistic use of SM has no impact on employees' innovative behavior or job performance. However, it is important to note that the impact on innovative behavior shows a negative sign. Finally, social use of SM also has a negative impact on both job performance and employee innovative behavior, with the effect on job performance being statistically significant.

Table 4. Path analysis estimates

	<i>Dependent variable</i>	<i>Independent variable</i>	<i>Path coefficient</i>	<i>t – value</i>
H1:	Employee innovative behavior	→ Social Media use		
H1a:	Employee innovative behavior	→ Social use of SM	-0.018	-0.258
H1b:	Employee innovative behavior	→ Cognitive use of SM	0.428***	5.820
H1c:	Employee innovative behavior	→ Hedonistic use of SM	-0.040	-0.638
H2:	Employee job performance	→ Social Media use		
H2a:	Employee job performance	→ Social use of SM	-0.154**	-2.132
H2b:	Employee job performance	→ Cognitive use of SM	-0.017	-0.224
H2c:	Employee job performance	→ Hedonistic use of SM	0.001	0.0157
H3:	Employee job performance	→ Employee innovative behavior	0.436***	6.161

*p<0.1; **p<0.05; ***p<0.01
 Source: Authors' work

6 CONCLUSION

The primary objective of this paper is to contribute to the understanding of the impact of today's ubiquitous social media technologies on employee innovative behavior and individual job performance. It is well-known that we live in a world of constant change in which the expectations, needs, and demands of the market are very high, which is why human capital plays a key role in the company's success. That is why it is necessary for companies to create an environment that will enhance the performance of their employees, but also to understand the challenges and opportunities of the changing nature of the today's workforce in the context of the development of new technologies.

This study addresses the dilemma of the impact of the use of social media in the workplace on the employee job performance drawing on the conflicting results in the literature to date. The basic answer to the dilemma posed is that the impact varies from negative to extremely positive depending on what purposes social media is used in the workplace. In this study, three different types of social media use have been analyzed: social, cognitive and hedonistic in the context of their influence on individual job performance through one of its most important indicators – employee innovative work behavior. The results suggest that the cognitive use of social media significantly determine innovative work behavior. The results indicate that social media use have a significant negative impact on the overall individual work performance. The results also indicate the importance of different types and motives for using social media at work. In other words, the results speak of the importance of clearly defining the effective strategies and regulation of the use of social media and integration of social media in the companies' business processes in a way that maximizes the positive effects and avoids the risks associated with the use of social media in the business environment. In other words, the cognitive use of SM can contribute to employee innovativeness, which will indirectly contribute to

better work performance. However, the social use of SM contributes to the reduction of performance, so companies should clearly direct the SM employment to cognitive use.

The theoretical contribution of this study is reflected in a model linking three types of social media use in the workplace, employee innovative behavior and job performance. In this way, the results offer the answer to the dilemma of the positive / negative impact of using social media in the workplace on job performance. The practical implications are that the results can guide managers in regulating the use of SM by employees, taking care to define the business activities of a particular workplace in a way that encourages the cognitive use of SM while reducing social and hedonistic use.

One of the recommendations for future research is to investigate the impact of social media on other indicators of individual job performance, as well as to pay particular attention to successful practices of regulatory implementation and strategies for managing social media in the business environment.

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