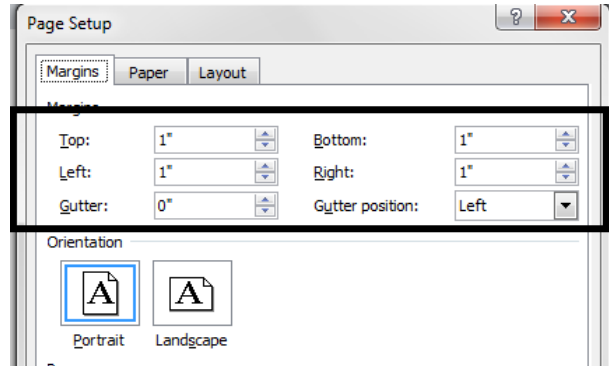
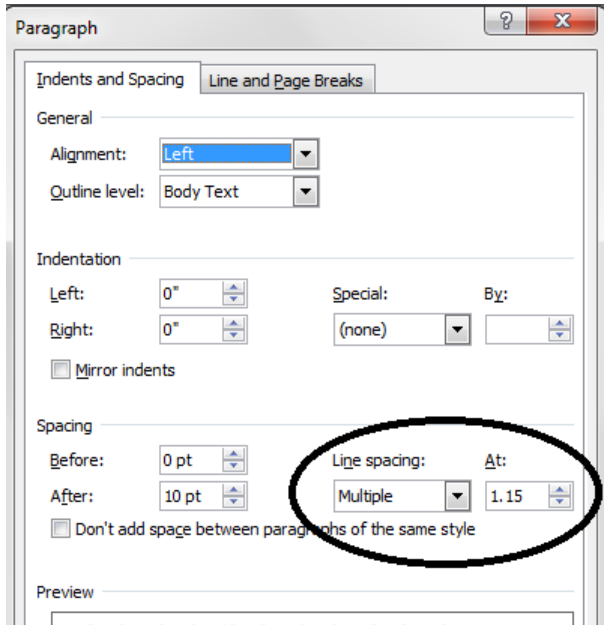

INSTRUCTIONS FOR IS/THESIS FORMAT

ICO NIDA

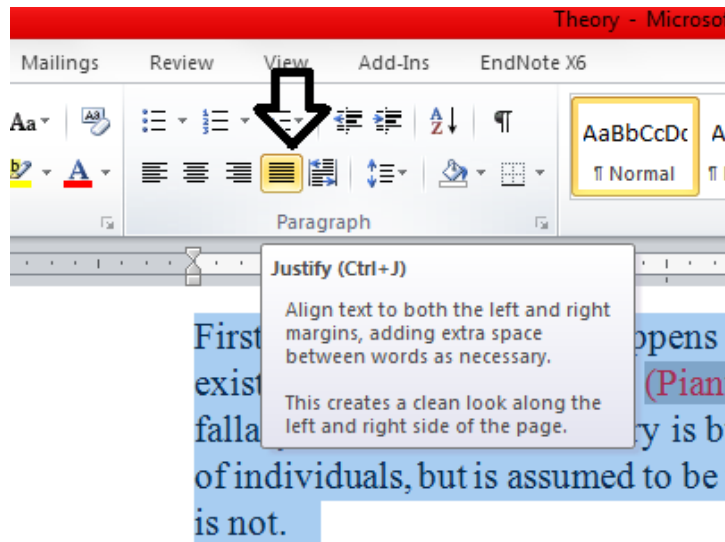
Font: Time New Roman; **Size** 12

Line spacing: Multiple at 1.15

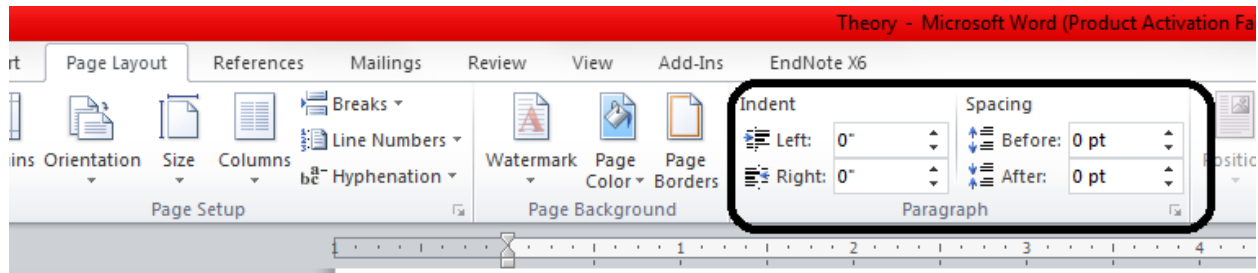
Margin: 1 inch from each side of the paper



Justify the paragraph



Indent and Spacing: set all to 0 pt



The paper title and the main heading should be in all capital letters

EFFECTS OF SUPPORT AND JOB DEMANDS ON SOCIAL MEDIA USE AND WORK OUTCOMES

3 space

ABSTRACT

Studies related to the use of social media in the workplace are still somewhat scarce despite their increasing popularity in social media research. This paper aims to investigate how employee perceptions of a workplace related to coworker support, supervisor support, and job-related demands can determine the degree of attachment some employees feel to social media use at work. The study also explores some consequences of social media use at work by analyzing its associations with job satisfaction, job performance, and cognitive absorption. The data was collected through the snowball sampling technique of 170 employees in Thailand and analyzed using partial least squares regression. For the factors predicted to influence social media use at work, the analysis found that coworker support and job demands are positively associated with social media use intensity, while supervisor support is negatively associated with it. The analysis also found a positive association between job satisfaction and job performance and social media use at work. An indirect relationship between social media use and cognitive absorption was also found through the mediating effect of job satisfaction. Overall, the evidence suggests that social media use at work may not necessarily lead to negative job-related outcomes.

1 space

Keywords: social media, social exchange, social support, work-life balance, social capital, media synchronicity theory, job performance

EFFECTS OF SUPPORT AND JOB DEMANDS ON SOCIAL MEDIA USE AND WORK OUTCOMES

3 space before starting a main section

1. INTRODUCTION

1 space

Leading online social media sites such as Facebook, Twitter, MySpace, Pinterest, Instagram, and so forth have become an integral part of the daily activities of many people around the world. In the academic arena, various aspects related to social media use have received the preponderance of attention from scholars. One of the main focuses in research is the impact of social media use intensity on psychological and societal outcomes (Oh et al., 2014; Reinecke & Trepte, 2014). However, most of this research was mainly conducted in educational institutions and used students as subjects (Chang & Heo, 2014; Kalpidou et al., 2011; Kirschner & Karpinski, 2010). So far, less is known about the effect of social media use in organizations. Studies conducted in this context are important as some organizations have become concerned about employees' access to social media sites during work hours. Some argued that social media can interrupt work and affect employee performance. Currently, a lack of empirical evidence exists concerning this impact to guide organizational policies regarding the use of social media in the workplace.

The objective of this study, which attempts to fill this research gap, is twofold. First, some factors that can influence the degree to which employees believe that social media is important for them at work are explored, with specific focus on the role of social support within an organization. Two aspects of social support that are focused on are coworker support and supervisor support; these two factors were selected since coworkers and supervisors are persons

2.3 Job Demands and Social Media Use Intensity at Work

In addition to the role of social support in the workplace on the perceived importance of social media, the characteristics of a given job can also determine the level of social media use intensity at work. In particular, this work proposes that strenuous job demands are one of the main determining factors behind social media use. Job demands refer to any physical, psychological, social, or organizational aspects of a job that create psychological strains for employees (Demerouti et al., 2001). Some examples of job demands include high-volume workloads, role conflict, and other unfavorable working conditions. Research has shown that job demands are critical factors that make employees experience work-related stress and burnout (Demerouti et al., 2012). For this reason, it can be possible that employees who experience high job demands may perceive that social media is important for them during work. This argument can be supported by the job demands–resources model (Hausser et al., 2010), which suggests that employees who experience a high degree of stress due to job demands tend to need some type of support to help them deal effectively with external stressors. Accessing social media can serve as one solution to help employees relax and take breaks from their stressful work surroundings. Accordingly, employees who are involved with highly demanding jobs are proposed to be more likely to access social media compared to those in less stressful positions. Therefore:

Hypothesis 3: Job demands will positively associate with social media use intensity at work.

2 space between sub-sections

2.4 Social Media Use Intensity during Work and Job Satisfaction

Locke (1976: p.1304) defined job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences.” Since employees are considered one of the most critical assets of an organization, firms tend to be concerned about the level of satisfaction that employees have toward their jobs. In particular, studies have shown

related (24 percent), 57 reported moderately related (34 percent), 17 reported pretty much related (10 percent), and 6 reported highly related (3 percent). Descriptive statistics for the respondents are reported in Table 1.

3.3 Analysis strategy

This study uses partial least-squares (PLS) regression for the analysis. PLS was selected for the analysis because it offers more flexibility in comparison with covariance-based standard error of the mean (SEM) techniques. Specifically, PLS does not require data to be normally distributed (Fomell and Bookstein, 1982). An additional advantage of PLS is that it allows smaller sample sizes compared to other SEM techniques (Chin and Newsted, 1999). PLS analysis was performed using WarpPLS version 3.0 (Kock, 2012)

3 space before starting a new main section

4. RESULTS

Prior to PLS model estimation, it is important to perform a series of analyses. Firstly, construct reliabilities were evaluated using Cronbach's alpha (α) and composite reliability coefficients. The results, as shown in Table 2, indicated that all coefficients exceeded 0.7 as recommended by Fomell and Larcker (1981). Secondly, the convergent validity of latent variables was evaluated using factor loadings. The results indicated that all factor loadings were greater than 0.5, which is satisfactory as suggested by Hair et al. (2009). Next, the test for discriminant validity was performed using average variance extracted (AVE). As recommended by Fomell and Larcker (1981), the square root of the AVE of each construct must be greater than other correlations involving that construct in order for discriminant validity to exist. The results were also satisfactory. Table 3 reports Spearman correlations among variables as well as reliability and discriminant validity indicators of latent variables.

1

Table and Figure must be put close to where they are mentioned in the text

Table 1: Descriptive statistics of respondents

Age (in years)	Mean: 28.69 Standard deviation: 5.72
Gender	Male: 64 (38%) Female: 106 (62%)
Education	Below bachelor's degree: 19 (11%) Bachelor's degree: 109 (63%) Master's degree: 40 (23%) Doctoral degree: 2 (1%)
Type of organization	Manufacturing: 73 (43%) Service: 97 (57%)
Working class	White collar: 159 (94%) Blue collar: 11 (6%)

Finally, the test for the possible presence of multicollinearity among the indicators was performed using full Variance Inflation Factor (VIF) statistics. The full VIFs in the model ranged from 1.128 to 2.203, which is considerably below the critical value of 3.3 as suggested by Petter et al. (2007). In addition, Kock and Lynn (2012) argued that the full VIF test can serve as a technique that captures the possibility of common method variance (Lindell & Whitney, 2001) in the PLS model. According to Kock and Lynn (2012), the full VIF test may be seen as a variance-based SEM similar to the common method bias test used in covariance-based SEM. They suggested that common method bias can be a serious issue if the full VIF value is higher than 3.3. In this study, the test results suggested that all of the full VIF values were considerably lower than the critical value.