A PRAGMATIC ANALYSIS OF SOCIAL MEDIA USAGE ON EMPLOYEES' RETENTION IN PRIVATE UNIVERSITIES OF RAJASTHAN

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ABSTRACT

Despite the acknowledged significance of social media technologies in the modern world, many organizations, and institutions, especially Private Universities in Rajasthan, lack sufficient policies to regulate employee social media use in the workplace. Even among those with policies, effective implementation is often lacking. ***This study, rooted in social capital theory and organizational support theory, aimed to explore the connection between social media usage and employee commitment in Private Universities of Rajasthan***. The research, employing a descriptive approach with quantitative data collection, utilized structured questionnaires distributed to 500 respondents across four university divisions. SPSS 20.0 was used for data analysis. Results indicated a robust, positive, and statistically significant relationship between social media usage and employee commitment ($r = 0.917$, $p > 0.05$), suggesting that social media enables employees to express affective commitment to their work in Private Universities of Rajasthan. The study concluded that while online social networking is inevitable, its positive outcomes can be maximized through effective management. It recommended that university management leverage the youthfulness of their employees by implementing work processes that harness social media for productive activities. ***Additionally, strategic use of social media as a tool for employee engagement was emphasized to enhance workforce productivity in Private Universities of Rajasthan.***

Keywords: Private Universities of Rajasthan, Employee commitment, Social media, Social networking

1. INTRODUCTION

In the contemporary world, organizational activities have become intricate, requiring collaboration for effective outcomes. Mobility adds to this complexity as individuals working together may lack physical proximity *(Mat Som, Aguenza, and Al-Kassem, 2012)*. Consequently, it has become common for employees to use online social networks, both during and outside of work, to facilitate work processes. Networking platforms are believed to significantly affect communication efficiency in both professional and private lives *(Al-Kassem et al., 2012)*. While social media is a current trend, social networking as a concept has a longstanding history, evolving with technological advancements *(Seymour et al., 2011)*.

The inception of social media dates back to the 1700s with the telegraph, involving the creation and sharing of messages such as texts, pictures, and videos. Social networking has proven

beneficial in improving customer relations, expediting business activities, enhancing job satisfaction, expanding social contacts, and facilitating cost-effective employee recruitment *(Van Zyl, 2009)*. Employees' use of social media sites has notably enhanced the workplace by fostering expert networking globally, particularly in team-related work *(Bennett et al., 2010)*. The consensus is that productivity and profitability can increase through technology-enabled communication, leveraging valuable resources from experts in other organizations *(Turban, Bolloju, and Liang, 2011)*. Social networking sites designed for businesses, like LinkedIn, Twitter, Instagram, Facebook, Second Life, Imo, MySpace, and others, are increasingly adopted for marketing and advertisement purposes.

However, employees' use of social media during work has drawbacks. Excessive use, such as constant refreshing of pages and frequent social media engagement, can hinder employees from reaching their full potential, leading to reduced productivity and potential revenue loss *(Wilson, 2009)*. Moreover, widespread use of social media for internal information sharing can pose a risk of sensitive data loss. To address these challenges, it is crucial for organizations to establish policies guiding employees' social media usage, ensuring responsible and controlled engagement, especially for workers who must use the internet for work purposes.

2. REVIEW OF LITERATURE

Farooq and Khan (2011) noted that despite some companies prohibiting social media use at work, many businesses recognize its value and are developing strategies to maximize its positive benefits while minimizing negative effects. Unfortunately, a majority of organizations lack adequate policies to manage employees' social networking activities, and even those with policies often struggle with effective implementation *(Loop and Malyshev, 2013)*. Intentional strategies to mitigate risks associated with social networking, such as access control, governance, staff training, phased introduction, and organizational support activities, are underutilized due to insufficient investment in their establishment and enforcement *(Malyshey and Loop, 2013)*. This underinvestment could result in either the underuse or misuse of social networks by employees, hindering the achievement of competitive goals *(Sudhakar and Raju, 2014)*.

Affective commitment, defined by *Meyer and Allen (1997)* as an emotional attachment, identification, and involvement in the organization, may be hindered by the distraction caused by employees' social media use. The addictive nature of social media platforms and blogs has reduced the positive emotional commitment employees previously had towards their organizations, impacting job performance *(Moqbel 2012)*. Evaluating how employees express affective commitment through their social media usage is crucial for fostering this commitment type, leading to improved service delivery and job performance.

While social networking sites have enhanced communication processes in both professional and personal realms, many organizations and employees have not fully embraced their potential advantages, especially in collaboration *(Aguenza, et al., 2012)*. Social networking accelerates business processes, facilitates problem-solving information sharing, improves customer relations, enhances knowledge sharing, and boosts job satisfaction and performance

(Van Zyl, 2009). Evaluating the extent to which employees use social media for collaboration with colleagues and professionals can enlighten organizations on the positive effects of social networking for goal attainment.

It is widely acknowledged that social media can be a means to achieve objectives and improve overall service delivery. However, organizations need to be intentional in their adoption, and human resource management has yet to implement sufficient measures to manage and control social media use in the workplace *(Sudhakar and Raju, 2014)*. There is a lack of documented reports indicating that HRMs are actively designing measures to mitigate social media networking risks and enhance its positive uses for organizations *(Sudhakar and Raju, 2014)*. Measures such as staff training on social media and networking, phased introduction, and social media governance policies remain underutilized in organizations, hindering the realization of faster and better results in job performance *(Ployhart, 2012)*.

3. RESEARCH OBJECTIVES

The primary aim of this study was to investigate the connection between social media usage and employee commitment in Private Universities of Rajasthan. The focus was on understanding how employees' engagement in social networking activities relates to their commitment to the organization in Private Universities of Rajasthan. The specific objectives included:

(a) *To analyse the usage of social media among employees in Private Universities of Rajasthan.*

(b) *To analyse the relationship between usage of social media and employee commitment in Private Universities of Rajasthan.*

(c) *To suggest remedial measures for the problem of study.*

4. RESEARCH HYPOTHESIS

In order to achieve the above objectives of this study, the hypothesis was stated:

H_{01}: *Social media usage has no significant relationship with employee commitment in Private Universities of Rajasthan.*

5. RESEARCH METHODOLOGY

5.1 RESEARCH DESIGN

This study utilized a descriptive research design, which, as defined by *Munene and Nyaribo (2013)*, involves collecting data from members of a population to assess the status of the subject under study. This design considers one or more variables to determine the frequency of occurrence.

5.2 POPULATION OF THE STUDY

The study population was exclusively limited to staff members stationed at Private Universities of Rajasthan for the convenience of the researcher and the constraints of the study timeline. The primary campus of these chosen universities, with confidential names as per the confidentiality agreement, accommodates the administrative, marketing, ICT, and human resource

divisions. Consequently, employees situated on this campus were selected as respondents for the study. The distribution of the study population across divisions is outlined below:

Table 1: Population

DIVISIONS	POPULATION
Management	67
Academic Administration	363
Management Services	158
Financial Administration	85
Student Development	114
Subsidiaries	118
TOTAL	**905**

Source: Researcher's Field Work, (2022)

Figure 1: Population
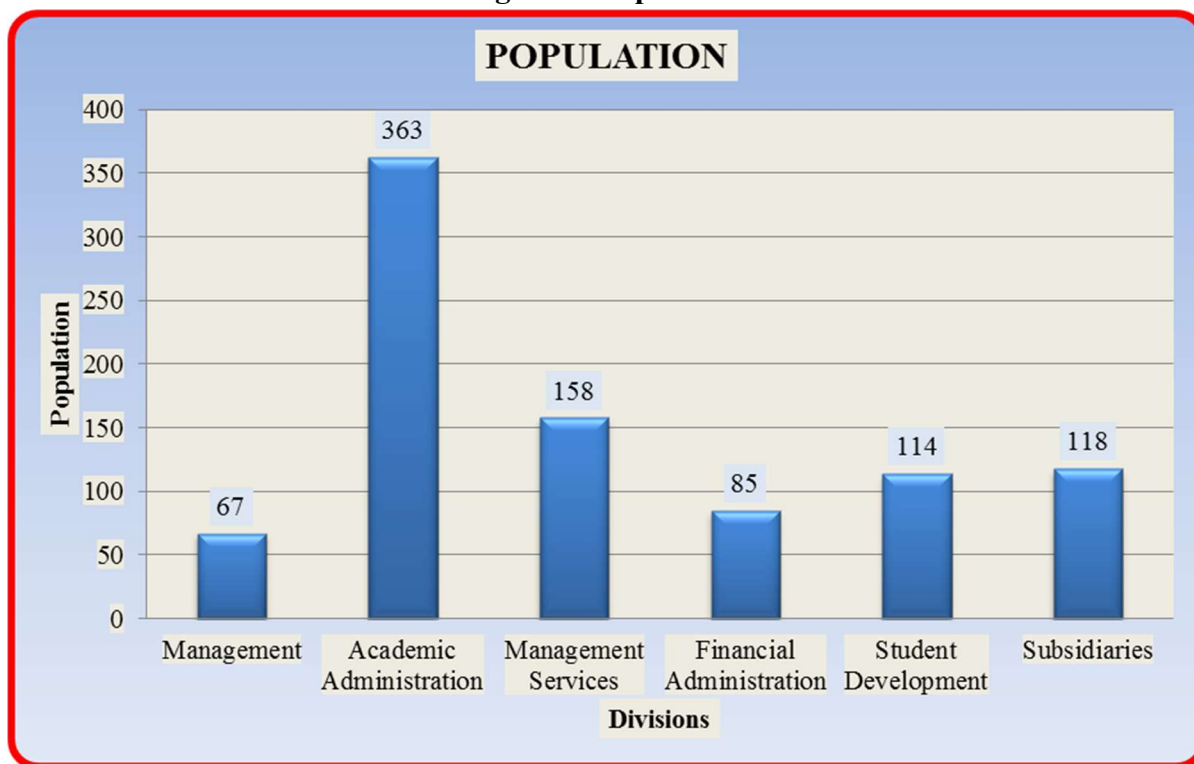
5.3 SAMPLE SIZE

Since the sample size for this study would be finite, statistical formula may be applied in order to determine it. Sample size determination by ***Krejcie and Morgan, (1970)*** was used in calculating the sample size. Thus, a total number of 270 (Two hundred and seventy) questionnaires were administered to the respondents but 260 copies were retrieved. As a result, only the 260

correctly filled questionnaires were used for the analysis of the study. This represents 96.2% response rate.

5.4 SAMPLING TECHNIQUES

A sample may be described as a smaller group representing an entire population. Sampling is the process of selecting a representative group (sample) from a population. Stratified random sampling technique, proportional sampling technique and accidental sampling technique were used in selecting respondents for quantitative sample for the study, while for qualitative sample, purposive sampling technique was used. The following sections provide the details of the sampling techniques and procedures deployed in reaching out to the study respondents:

5.5 STRATIFIED SAMPLING PROCEDURE

Stratified sampling may be explained as a type of simple random sampling that involves dividing a prospective sample into two or more units that are mutually exclusive depending on interest of the researcher.

Table 2: Distribution of Divisions and Sample Size for the Study

DIVISIONS	SAMPLE SIZE	Percentage
Management	40	8%
Academic Administration	158	31.6%
Management Services	97	19.4%
Financial Administration	84	16.8%
Student Development	62	12.4%
Subsidiaries	59	11.8%
TOTAL	500	100.00%

Source: Researcher's Framework, 2022

Figure 2: Distribution of Divisions and Sample Size for the Study

Distribution of Divisions and Sample Size for the Study

- Subsidiaries 12%
- Management 8%
- Student Development 12%
- Academic Administration 32%
- Financial Administration 17%
- Management Services 19%
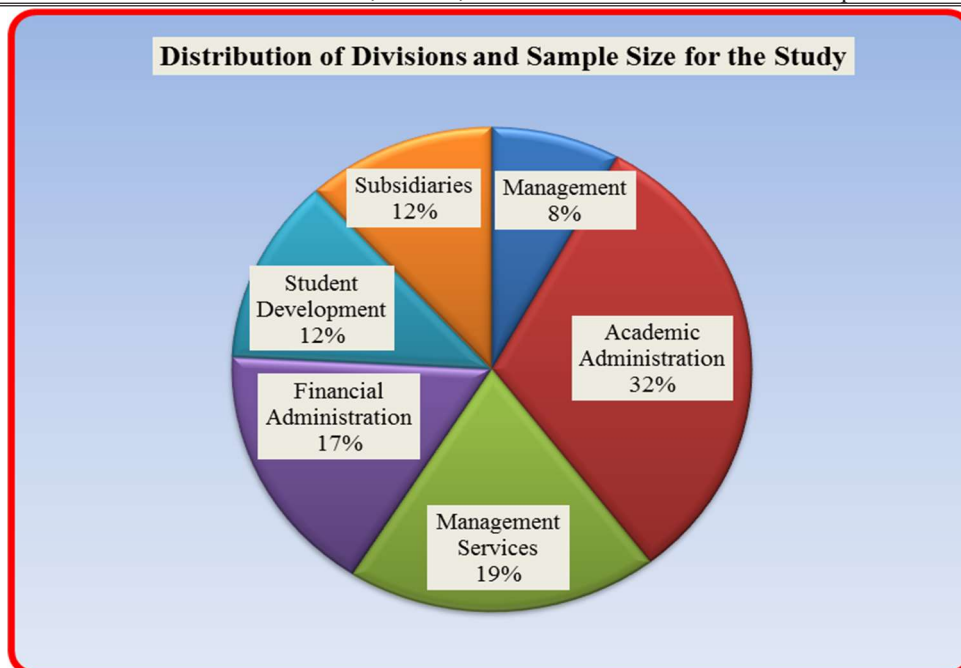
5.6 RESEARCH INSTRUMENT

The study made use of both quantitative and qualitative methods of data gathering. The study utilized these methods so that the results can be adequately compared and deductions can be made through the study. This was geared towards ensuring that real experiences of the respondents are uncovered. By so doing, perceived weaknesses in each of the methods of data collection were compensated and reduced to the barest minimum.

5.7 VALIDITY AND RELIABILITY OF RESEARCH INSTRUMENT

McMillan and Schumacher (2009) described reliability as consistency in measurements. They also defined reliability as "the degree to which the outcomes are equal over diverse types of the same tool or situations of collecting data and the level to which the measures are devoid of errors." The researcher deployed the test-re-test method in determining the reliability of both research instruments. The questionnaires were re-administered to the Private Universities of Rajasthan employees employed for the pilot study two weeks after the first one.

5.8 METHOD OF DATA COLLECTION

Primary data were collected for the study through quantitative and qualitative methods using structured questionnaire and semi-structured in-depth interview respectively.

5.9 METHODS OF DATA ANALYSIS

Data from the quantitative study were obtained from respondents through questionnaire instrument and the data gathered were analyzed using SPSS 20.0, results were presented in tables. Simple percentages were used to interpret analyses, and correlation analysis was used to test results of hypothesis.

6. RESULTS AND DISCUSSIONS
Test of Hypothesis

H01: Social media usage has no significant relationship with employee commitment in Private Universities of Rajasthan.

Table 3: Results of Linear Correlations analysis on the relationship between Social media usage employee commitment in Private Universities of Rajasthan

		Social Media	Employee Commitment
Social Media	Pearson Correlation	1	.917**
	Sig. (2-tailed)	.917**	0.000
	N	500	500
Employee Commitment	Pearson Correlation	.000	1
	Sig. (2-tailed)	.903**	0.000
	N	500	500

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

Table 3 above showed the Pearson Product Moment Correlation Analysis which aims to investigate whether there is a significant relationship between Social media usage and staff performance and commitment. The p-value of $0.917 > 0.5$ showed that there is a strong and positive relationship between social media usage and employees' commitment; hence the null hypothesis was rejected while the alternative hypothesis which stated that social media usage has significant positive relationship with employee commitment to work in Private Universities of Rajasthan was accepted. So, social media usage has positive influence on employees' commitment as gathered in the study.

7. DISCUSSION OF FINDINGS

The objective was to assess the correlation between social media usage and employee commitment to work in Private Universities of Rajasthan. Responses indicate a strong relationship between social media usage and employees' commitment, supporting the hypothesis. The majority of respondents strongly agree that social media usage influences commitment positively, suggesting that a higher degree of freedom in social media usage fosters greater commitment to the organization *(DiMicco, 2008)*.

While the investigation acknowledges both positive and negative impacts of social media usage on employee commitment in Private Universities of Rajasthan, the positive effects outweigh the negative ones. According to ***Boyd and Ellison (2008),*** social media platforms enable employees to maintain connections with friends and family, fostering a sense of connection and increasing commitment to organizational progress and productivity.

Most respondents disagree that social media usage reduces employee performance, emphasizing the importance of creating a balanced work environment that includes moments of relaxation to boost morale. This aligns with the idea that an excessively rigid work atmosphere can hinder maximum commitment.

Furthermore, the findings reveal that a majority of respondents agree that employees in Private Universities of Rajasthan can effectively perform various tasks at work while engaging in

social media. This suggests that a relaxed mind can contribute to increased productivity, emphasizing the potential benefits of social media engagement in the workplace.

8. CONCLUSION

Despite attempts by Private University management to restrict social media usage at work, it remains challenging to completely eliminate, as employees seek connections with family and loved ones even during work hours. The prevalence of Android, iPhone, and other gadgets for social media use among Private University staff indicates that complete eradication is not feasible. Consequently, this study concludes that rather than discouraging social media usage at work, it should be encouraged, as it serves as a predictor of innovative behavior, higher job satisfaction, increased job performance, and greater employee commitment. This aligns with the notion that social media is increasingly accepted as a means of sharing work and non-work experiences with family, friends, and colleagues.

Employees who extensively use social media in the workplace strongly identify with their online social networks, leading to increased social support and improved organizational commitment, innovative behavior, and optimal job performance. Therefore, it is essential for the management of Private Universities of Rajasthan to embrace the potential benefits of social media usage in the 21st century. Approaching this without pre-conceived biases can contribute to the formation of employees' social capital, characterized by network ties, shared vision, and trust, ultimately facilitating knowledge transfer. Embracing social media usage can lead to enhanced employee commitment, job satisfaction, and overall job performance.

9. RECOMMENDATIONS

The recommendations are as follows:

- Capitalize on the youthfulness of the majority of Private Universities of Rajasthan staff, who are internet and social media-friendly. Implement work processes that leverage social media, providing resources for expressing affective commitment through collaborative relationships, accessing global best practices, engaging in teamwork with modern technologies, and utilizing efficiency for aligning with the institution's objectives.

- Embrace social media as it continues to expand, acknowledging its increased importance. Rather than focusing solely on reducing unproductive time spent on social media, strategically deploy it as a tool for employee engagement to enhance workforce productivity, considering the high usage observed among university employees.

- The human resource department, in collaboration with the management of Private Universities of Rajasthan, should develop social media practices that foster high employee commitment. This initiative aims to empower employees to participate in decision-making processes, ultimately optimizing performance for both the institution and its staff.

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