

T.C.
ANTALYA BILIM UNIVERSITY
INSTITUTE OF POSTGRADUATE EDUCATION
THESIS MASTER'S PROGRAM OF BUSINESS ADMINISTRATION

**IMPACT OF SOCIAL MEDIA USAGE ON SOCIAL MEDIA FATIGUE
AND EMPLOYEE PRODUCTIVITY: MODERATING ROLE OF
GENDER**

DISSERTATION

PREPARED BY
JOHN BENEDICT YORKE AWOTWE

ANTALYA – 2021

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DISSERTATION ADVISOR

ASSOC. PROF. DR. BUSRA SOUMMAKIE

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APPROVAL FORM
ANTALYA BILIM UNIVERSITY
INSTITUTE OF POST GRADUATE EDUCATION

I John Benedict Yorke Awotwe, a master student of Antalya Bilim University, Institute of Post Graduate Education, Masters in Business Administration with student ID 2011135, successfully defended the thesis titled “Impact of social media usage on social media fatigue and employee productivity: Moderating role of gender” which he prepared after fulfilling the requirements specified in the associated legislation, before the jury whose signatures are below.

Academic Title,	Name – Surname,	Signature
Jury Member (Chairman) :
Jury Member	:
Jury Member	:

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Date of Submission

Date of Defense

ÖZET

Organizasyonlarda sosyal medya kullanımı sürekli artmakta ve kullanıcılar bir miktar sosyal medya yorgunluğu yaşamaktadır. Bu yüksek lisans tezinin amacı, sosyal medya kullanımının sosyal medya yorgunluğu üzerindeki ilişkisiyle çalışanın üretkenlik düzeyine etkisi ve ayrıca cinsiyetin moderatör rolü arasındaki ilişkiyi araştırmak ve incelemektir. Birincil veriler, Gana'da çalışanlar tarafından çevrimiçi anketlerle toplandı, bunlardan 435'i yanıt verdi ve 415'i sonucu elde etmek için hipotezi test etmek için kullanılmaya uygun oldu. Verilerin analizinde Yapısal Eşitlik modeli yöntemi kullanılmıştır. Sonuçlar, sosyal medya kullanımının sosyal medya yorgunluğu ve çalışan verimliliğinin düşmesi üzerinde olumlu etkisi olduğunu ortaya koydu. Sosyal medya yorgunluğu, çalışan verimliliğinin azalması üzerinde olumlu bir etkiye sahiptir ve sosyal medya kullanımı ile çalışan üretkenliğinin azalması arasındaki bağlantıya aracılık eder. Mevcut çalışmanın teorik ve pratik çıkarımları, sınırlılıkları ve gelecekteki çalışmalar için gündem sunulmakta ve tartışılmaktadır. Anahtar Kelimeler: Sosyal medya, Sosyal medya yorgunluğu, Gana, Çalışan üretkenliği, Cinsiyet.

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ABSTRACT

Social media usage is constantly increasing in organizations and users are experiencing some level of social media fatigue. This graduate thesis aim is to explore and look over the relationship between social media usage on social media fatigue and effect on productivity level by employee and furthermore, moderating role of gender. Primary data was collected through online questionnaires by those working in Ghana, of which 435 responded and 415 were eligible to be used to test the hypothesis to get the result. Structural Equation model method was employed in the data analysis. The results suggested that, social media usage has positive influence on social media fatigue and employee productivity decrement. Social media fatigue has a positive influence on employee productivity decrement and mediate the link between social media usage and employee productivity decrement. The theoretical and practical implications, limitations of the present study and agenda for future studies are presented and discussed.

Keywords: Social Media, Social Media Fatigue, Ghana, Employee Productivity, Gender

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.... / / 2021

John Benedict Yorke Awotwe

Signature:

ACADEMIC DECLARATION

I by means of this announce that this graduate master's thesis with the titled "Impact of social media usage on social media fatigue and employee's productivity: Moderating role of gender" has been written by myself according to the institute academic rules and ethical conduct of Antalya Bilim University.

I also declare that, the materials used for this graduate thesis are all mentioned resources in the list of references. I testify all this with my integrity.

.... / / 20

John BENEDICT YORKE AWOTWE

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LIST OF ABBREVIATIONS

EPD	: Employee productivity decrement
HR	: Human Resource
SEM	: Structural Equation Modeling
SM	: Social Media
SMF	: Social Media Fatigue
SMU	: Social Media Usage

1 INTRODUCTION

The world was hit by a pandemic that affected the normal way of doing things. The coronavirus pandemic disrupted everything in this world, by forcing countries in announcing new rules to help curb the spread of the virus. The whole world introduced some rules like lockdown, social distancing and wearing of face masks. This brought about the new normal, making organisations change their usually routine by encouraging worker to work from home. The lockdowns brought about development of new behaviours and new forms of engagement. This resulted in many people using social media engagement in a way to reduce boredom and updates in the world. This led to social media usage increasing and this persistent use brought some feeling of fatigue and exhausted. People locked at one place with countries enforcing lockdown most likely to result in increase in digital consumption, because people spend more time home and less face to face communication (eMarketer, 2021). This brought up questions on whether employees will use social media at the workplace or will not and will this in any way decrease employee productivity level.

The introduction of the internet technology and its advancement has affected the way we interact, build bonds with people, communicate with others, learn new things and knowledge building. The world is related to internet and internet has pervade every aspect of our everyday life from banking, shopping, communication, and a lot of different fields (Tariq, Mehboob, Khan, & Ullah, 2012). From 2002 to 2014 the use of internet experienced a very fast rise worldwide (Freund & Weinhold, 2002). The internet has become part of our daily life and its revealed that in a study that approximately Americans spent 21 hours in every month surfing through the internet for their own personal related activities (Business Wire, 2000). Approximately 60% of the world population uses internet representing 4.75 billion users and this figure has increased by 332 million by the past 12 months as at April 2021 (Datareportal, 2021). 83.63% of internet users use social media, however 90.71% access social media on mobile device and an average person has 8.6 social media accounts in 2020, a rise of 4.8 compare to 2014 (Dean B, 2021).

The internet technology brought forth social media into existence, without internet social media will not have emerged. As stated by Grossman (2010) the number of people using Facebook, would be just be after China and India as the populated country in the world and will twice the population of America (USA). Statistics gathered from Facebook indicate that about 30 billion different sections of contents that includes, blog post, links, notes, news, photo albums and webs are shared between users every 30 days. Facebook users install approximately more over 20 million applications daily worldwide (2011, PARA.2&4). Popular social media application like Facebook, Snap Chat, Instagram, Twitter, and others, show how social media is now a big thing in the world and with time will be considered to be big prodigy globally (Camilia, Ibrahim, & Dalhatu, 2013). Social media is on the path to be the most influential phenomenon globally.

The introduction of technology has brought about some challenges leading to high cost of production, hacking, increase in prices of goods and service, lifestyle disease increase and minimising profit. Herraiz (2015) stated that it has both negative side and positive side in organisations. Also, there is no doubt that information technology increase efficiency, effectiveness and productivity in industries that make use of technology (Farooque et al.2012). Parveen et.al (2016) asserted that social media used by organisation is good and has a very positive effect on the of the organisation's improvement in performance, in relation to reduction of operational cost, improvement of customer relations and accessibility of information to customers. Again, social media is used by organisations to spread out its mission and vision statement to the public, product and servicers and to create a scenario they can communicate and interact on daily basis to customers and to endorse loyally incentives (Hsu, 2012; Vasquez & Velez, 2011;P.1).

Notwithstanding, competitors or the general public, can have access to intellectual property, company's secret and the way of doing business through these social media site or application when an employee uses the company's personal computer to download from an unapproved application or site without informing the IT department (Sarrel, 2010). Some companies have banned the engagement on social media applications during company's working hours to avoid this phenomenon (Caloisi, 2008). However, studies have revealed

that social media applications and site, particularly the video streaming uses a very big amount of company's bandwidth and this create a big problem for most corporations. Network Box, a security managing firm service, in its research they conducted shows that Facebook and YouTube use more company's web activities and use more bandwidth, with Facebook accounting for 6% of all traffic on business network web and YouTube video downloads accounting for 8% of all business bandwidth (as cited in M2PressWIRE, 2010)

The cause and effect of social media fatigue has been investigated and researched by scholars and motivated recent scholars to explore more different dimensions. (Cramer, Song, & Drent, 2016; Luqman, Cao, Ali, Masood, & Yu, 2017; Sasaki, Kawai, & Kitamura, 2016; Yoa & Cao, 2017). There is an increasing number of people experiencing social media fatigue because the use of social media is on a rise (Guest Post, 2017). Social media fatigue from previous studies, has it that when an individual is posed in a situation that is, users using social media suffer from cognitive tiredness. This is the outcome of excessive use of technology resulting in technological overloads and communication overloads. This happens when users use various social media applications and sites for longer period of time and getting exhausted mentally (Bright, Kleiser, & Grau, 2015; Lee, Son, & Kim, 2016; Ravindran, Kuan, Chua, & Hoe Lian, 2014; Zhang, Zhao, Lu, & Yang, 2016).

People using social media are most likely to stop or even reduce the participation on social media platforms and site, because some of the negative emotions and psychological encounter when engaging on the platforms (Oghuma, Libaque-Saenz, Wong, & Chang, 2016; Swar, Hameed, & Reychav, 2017). Some researchers suggested that social media fatigue has adverse effect on users only, however some other researchers are on the view that affect only businesses and service providers and some say the negative implication cut through on all, from the users, the businesses and the service provider (Oghuma et al., 2016; Shin & Shin, 2016). Those using social media experience negative effect on their emotional and physiological powers which is most likely resulting ruinous conducts (Choi & Lim, 2016; Shin & Shin, 2016; Sun et al., 2017). Also, on the aspect of businesses and service providers when users are withdrawing from the use of social media, service providers will have less

users and businesses also, resulting to reduction of customers and profit of both services providers and businesses.

The introduction of new ways of doing work and with combination of digital environment in the workplace, pose a new challenge in the modern world especially workers (Kidwell, 2010). There is a daily increase in the misuse of computers, internet, and information system technology at the workplace (D'Arcy & Hovav, 2008; D'Arcy, Hovav, & Galetta, 2009). The problem of not using technology and internet for the intended purpose is on the rise both private and government workplaces. According to Rawlins (2008) one of the biggest of problem in most organisation is lower productivity, resulting from employees using personal computers for personal reason leading to reduction in productivity of employee (p. 44). Early researchers has argued on the importance of social media when business adapt in their way of operation and comes along with a lot of positives than its negatives while others are on the stance that the negative out way its positives, making business in a dilemma whether to encourage social media use in the organisation or whether to discourage. However, the literature review outlines some important issues that need much more attention and needs to be addressed, that why there is a need for this research.

1.1 Problem of Study

The introduction of new technology always brings about its challenges and changes the lives of those people that uses it. An example of such scenario was the introduction of telephone in 1876, gave rise to the misuse of telephone, were workers use it to call or communicate with others for their own personal endeavors during working hours, thereby reducing productivity and wasting the resources of the company (Katz, 2004). According to Manross and Rice (1986) when telephone was first introduced at the places of work was to help in communication and to increase productivity but, was rather misused by workers for personal calls and leading to low productivity. Also, the introduction of the internet at the workplace also brought about same misuse leading to decrease in productivity (Whitty & Carr, 2006). The problems loss of productive hours leading to low productivity, some issues

of security regarding information, and this can cause liability to the organisation (Block, 2001).

The increase in the individuals using social media applications and the easy connection of internet on phones, has changed the way of life, behaviour, and way people live in social groups. Academic research on social media is very essential in today's digital world (Constantinides et al, 2013; Kaplan and Haenlein, 2010). Social media introduction has really brought about challenges in both private and government organisations and the business world in general (Belch and Belch, 2014). A study was conducted on 2000 workers and the results showed that about 56% use social media for personal use not on work-related activities (Greengard, 2002). Also, result from a different research revealed that 56% of workers use the organisations internet for personal activities and not for the intended purposes (Griffiths, 2003). Workers spend almost four hours of their working hours a day using social media for personal use, that is half of their working hours (Ott, 2010). According to Oswalt et al. (2003) stated that reducing employees using working hours for activities not related to line of duty prevent loss of productivity, decrease employer's ineffectiveness, increase organisation cybersecurity, and again reduces the wastage of organisational resources (p. 651).

The main objectivity of every businesses is maximising productivity and reducing cost with the aim of increasing profitability. The addiction of employees to their phones, web pages and internet surfing is causing more harm than good to most business making it's a headache in most employers in productivity management. Business success depends more of maximising the productivity at workplace making productivity a great concern to most organisations (Belch and Belch, 2014).

1.2 Objectives of Study

The aim of this graduate thesis is to get the understanding whiles workers use social media during their working hours and the reasons why they use its even when at work. This will help get understanding if social media usage has a direct effect on employee productivity

and the overall performance and if social media usage can cause any fatigue leading to loss of productivity. and if male or females have some differences on the social media usage on social media fatigue and on the level of productivity.

This study will generate managerial prescriptions for practitioners and HR managers concerning the adverse effects of social media usage. How its usage affects employee's wellbeing (i.e., fatigue), performance and productivity. This study will also provide answers as to which gender is more vulnerable to social media usage. Specifically, this study objectives are demonstrated: To spell out.

1. The extent to which social media usage results to fatigue/stress and employee productivity decrement?
2. The extent to which social media fatigue increases employee productivity decrement.
3. The mediating role of social media fatigue on social media usage and employee productivity decrement.
4. The moderating role of social media fatigue on social media usage and employee productivity decrement.
5. The moderating role of Gender on social media usage and employee productivity decrement at workplace, social media usage at the workplace and fatigue, and fatigue and employee productivity decrement.

1.3 Structure of Study

This thesis paper is in five (5) chapters. The first chapter is the introduction, which is to explain the motive behind the thesis and how this topic has changed over the years and with the problem statements, the purpose and objectivity of studies. The next chapter is about the literature review, the explanation of social media and its characteristics, social media in Ghana, social media fatigue, productivity, and other research findings. The third chapter is explanation to the methodology used in this study, which includes industry and sample procedure, data collection and instrument. The fourth chapter shows data analysis and result

findings, which includes demographic data, analytical methods, and result. The last chapter five is the discussions, summary of findings, implications and practice and limitations and future research directions.

2 LITERATURE REVIEW

2.1. The Honeycomb Framework on Social Media (Social Media Engagement)

Identity – illustrate how social media users show their identity on various social environmental platform's. This is when users reveal some information like their date of birth to know their age, occupation, location, citizenship, gender, and other many information that outline their way in a certain direction (Kietzmann et al., 2011). Identity block on social media sites and applications can have a positive or negative reaction on the employee at the workplace. For instance, when one's privacy is evade, the user will spend more time on either reporting or be emotionally down and this can cause the person to be fatigue in either trying to correct the evasion or reporting.

Conversation - illustrate the ways social media users communicate with each other on social media platforms (Kietzmann et al., 2011). The motivation behind why social media is growing more popular is the communication aspect. Social media platforms are mostly designed to facilitate the conversation between users, either individually or in a group setting. The conversation block explains the way one talk, chat with other users on social media. An employee maybe engaging with a family member or friend, and this continuously can make the person feel pulling out and can affect the well-being of the person and performance on the job at that moment.

Sharing - refer to the activity of sharing content on social media applications and sites. Sharing content on social media is when users exchange, receive and distribute content (Kietzmann et al., 2011). The term social refers to the extent to which people relate to the others and exchanges between them. Machado et al. (2016) stated that besides "reactions ("like" or "dislikes")" and comments, social media site must indicate the number of "shares" (Hoffman & Fodor, 2010). The sharing block indicate the type of users who engage in sharing articles, videos, and photos for likes and comments. Some comments can be provocative, that can swing the mood of the user making the person emotional stressed and affecting their

drive to revisit the social platform. This negative mood can affect the productivity of that users when it happens at the workplace.

Presence - explain the extends to how users will know the availability of other users and if they can get access to them. These are users knowing if they are in real world or in virtual world and if they are available in present life or not. The artificial world facilitates users through statues like “available” or “hidden” (Kietzmann et al., 2011). The presence category reduces the real and virtual gab because of the increase number of connectivity and people on the move. Presence on the block shows if the user is always available or its location is hidden or visible (Kietzmann et al.,2011p. 246). Kietzmann et al. (2011) mentioned that, the effect of this block is that, it relates well with the other blocks like the relationship and conversation (p. 246). Those who always want their presence felt will engage more on social media even if the person is at the workplace.

Relationship - describes the amount and the extends of which users will relate to each other that is, how two or more people on a platform will have some coalition, that may lead to conversation, sharing of news or information, organising some programs, meeting up, just likes or dislikes a post or just being friends (Kietzmann et al., 2011). However, the exchange of information on various social media platforms determines how and to what extent users are connected. Relationship have some effect on the person’s character, a good relationship on a social media platform can lead to more interactions for long period of time. As well as some using social media to check up on love one and family to see how they are doing. Employee’s engage on social media platforms for these reasons, even if they are on a job.

Reputation - extends to which users can identify the standing in of others and themselves in a social media framework (Kietzmann et al., 2011). Some employees have built some reputation on social media platforms that always they need to keep on that reputation by engaging their friends or fans. Making their social media participation always on a rise. This will lead to using business hour to engage in social media to keep up to that reputation.

Group - represent the degree users create communities and sub-communities on social media settings. The more a social media network takes grouping into consideration. These groups are made up of friends, followers, and contacts (Kietzmann et al., 2011). A typical example is WhatsApp groups that a lot find themselves in, these groups are community or subcommunity that are formed by a group of people. The most group one finds himself or herself the more messages and interactions he or she will have and vice versa.

2.2. Why People Use Social Media at Workplace

The Uses and gratifications theory (U and G theory), was developed by Katz, Blumler, and Gurevitch (1974) and has help in understanding the use of mass media by people. The U and G theory studies the satisfaction (gratifications) and benefits that keeps and attract audiences to be attached to various types of media and the different content to keep up with their social and psychological needs(use) (O'Donohoe, 1994; Cantril, 1942). U and G theory has been use to analyse a lot of media use being videocassette records, (VCRs) (Rubin, A. M., & Bantz, C. R. (1987), the use of cell phone by people cell phones (Leung & Wei, 2000), cable television with a particular shows and programmers (Heeter & Greenberg, 1985), getting addicted to video gaming games (Sherry, Lucas, Rechtsteiner, Brooks, & Wilson, 2001) and YouTube (Haridakis & Hanson, 2009). The use concentrate on the use of internet and social media platforms and gratifications includes identity by peers, communication, sights and sounds, entertainment, being updated, good feeling, careers, and coolness (Charney and Greenberg; 2002).

Uses and gratifications theory is very important to social media because of its beginning in the communication text. In the context of communication, social media cannot be left out in recent age. It is a mechanism that enable people to communicate with a whole lot of other users over a billion people all over the globe (Williams et al., 2012). Uses and gratifications theory has showed the good forecast of social media use and the reason for revisiting the site again over a period (Kaye and Johnson, 2002; Palmgreen and Rayburn, 1979). For instance, social media lovers and users can be stimulated by some factors like

identification, entertainment, and awareness needs. U and G theory was used first to see how people spend most of their time with a particular television programme for long and becoming a habit (Blumler & McQuail, 1969; McQuail, Blumler, & Brown, 1972). This can let one understand how people spend most of their time on a particular social media platform and getting addicted to and even use when they are working or during their working hours. The U and G theory helps in the understanding of how people select some social media platforms and the benefit they derive from that social media site. Employees are no different from using of a particular social media for long and causing fatigue or feeling displeased leading to social media fatigue. Productivity is a key element for every manager in obtaining management and the organizational goals. Productivity cannot be on a high when there are a lot of distracting circumstance on the path of employees and other factors of production. Social media fatigue can be one of the distracting features on the path of an employee in achieving his or her daily job targets.

2.3 Social Media

2.3.1 Characteristics Classification and Platforms of Social Media

Internet is the backbone of communication and has really evolved during the first time it was introduced. The introduction of computers, radios, telegraph, and telephone has really brought about unparallel corporation of capabilities. Social media is defined differently by people. Social media is an application, websites and computer programs that allow people to communicate and share information on the internet using a computer or mobile phone (Cambridge Business English Dictionary © Cambridge University Press). Computer, tablet or smartphone via web-based software or web application, are way of connection to social media and mostly used for messaging. (Investopedia, 2020).

Social media comes with variety of technological tools and different categories with these various platforms designed for a specific purpose and its engagement with users. Social media platform promotes a good environment for all its users or serve a specific interest of specific group of users through the creation of private network. Social media is divided under

two dimensional Metrix; the crossing between self-presentation and the disclosure with presence, with each dimension marked from high to low (Kaplan & Haeinlein, 2010). Social media has been classified into 2 different ideas: the idea of media search (Social presence and Media richness) and Social process (Self-presentation and Self-disclosure) (Kaplan & Haeinlein ,2009). Social media can also be categorised into blogs, wikis, social bookmarking, social networking site, status update service, virtual world content and media sharing site.

Table 1: Forms of social media adapted from Grahl (Source: Alwagait et al., 2015).

Forms of social media	Description	Examples
Social Networking Sites	Social Networking Site also known as Social Networking Website is an online platform that makes users create profile and interact with others either public or semi-public. Public in the sense that every user can view one’s profile and semi-public is when the person allows some but not all users to have access to the profile. New users can find new connection by sending a request whiles old users can either accept or reject the request and can also send request for new connections.	Facebook, LinkedIn Google+.

<p>Bookmarking sites</p>	<p>Social Bookmarking as the name implies social meaning society of people sharing bookmarks. Social Bookmarking allows users to add, organize, edit, annotate, search, manage and share bookmarks on a web page. Social Bookmarking are usually public meaning it allows another member to view on the web page what you have stored. The most common among Bookmarking is users applying Tags or key words to the content on the web page</p>	<p>Delicious. Diigo</p>
<p>Micro blogging sites</p>	<p>Services allows users to share an update of an event or people. Status-Update Service (Microblogging Service) users can share a short update of some event taking place like a Sport event, a trade fair or personal event. This is becoming more popular because people want to share their life experience to friends and loved ones.</p>	<p>Twitter</p>
<p>Media sharing sites</p>	<p>Media Sharing Site is simply a webpage that makes room for user's upload, store and share multimedia files like videos, music, and photos. Multimedia files can be shared between users on this platform</p>	<p>Flick and YouTube</p>
<p>Social news sites</p>	<p>Social news sites are a platforms users and others vote on news articles and links to external articles, posted by users. The user's articles are voted and those with the highest are showed on the site for other users to have access.</p>	<p>Reddit and Digg</p>

Blogs and forums	Blogs and forums are information discussion on journals online with pages normally displaced in a reserved chronological order on the Worldwide World consisting of distinct and separate informal diary-style text entries and in some instances, referred to as weblogs	WordPress and Blogger
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Social media platforms collect user’s data, with a promise of keeping data collected private. Facebook for instance makes users profile visible depending on the user to make it public or private. For most users leave their profile public for other users to have access to find people with the same interest to send friend request, interact and share ideas. On the other hand, according to Boyd and Ellison (2007), LinkedIn has authority on what a user can show on the dashboard to public and it is in accordance to user’s subscription fee paid. Various social media platforms have different friends’ features, private messaging, and comments section and this depend most on user base and features (Boyd & Ellison, 2007).

2.3.2 Social Media Use in Ghana

The Republic of Ghana is a small country which can be found on the coast of the Gulf of Guinea of the Atlantic Ocean. Ghana is in Africa and west Africa sub region. Ghana shares it boundaries with Burkina Faso north, Ivory Coast west, Togo east and the Gulf of Guinea south. Ghana has a population of about 31 million as at 2021 (worldmeter.com). The population has a large individual aging between 15-64, over 64 and under 15, with percentages of 57.9, 27.1 and 15 respectively (data.worldbank.org). The private sector dominates in terms of employment compared with the government sector. Sole proprietorship is the leading with about 48.2%, while private limited companies accounts for 41.6% and the government sector employing 10.2%. Male make up 60.3% of the total number of people employed and the remaining females (Ghana statistical service, 2020).

Internet access has been on the rise since its inception in Ghana. According to datareportal.com, there have been an increase of 7.5% of internet users as at January 2019 to January 2020 with represent 1 million new internet users in Ghana, resulting in 14.79 million internet users in Ghana. Whereas social media users as at January 2020 were about 6 million, with most users using their mobile phones to connect compared to tablets and personal computers. The most used social media sites and applications are the Facebook, WhatsApp, YouTube, Twitter, Instagram, TikTok and others.

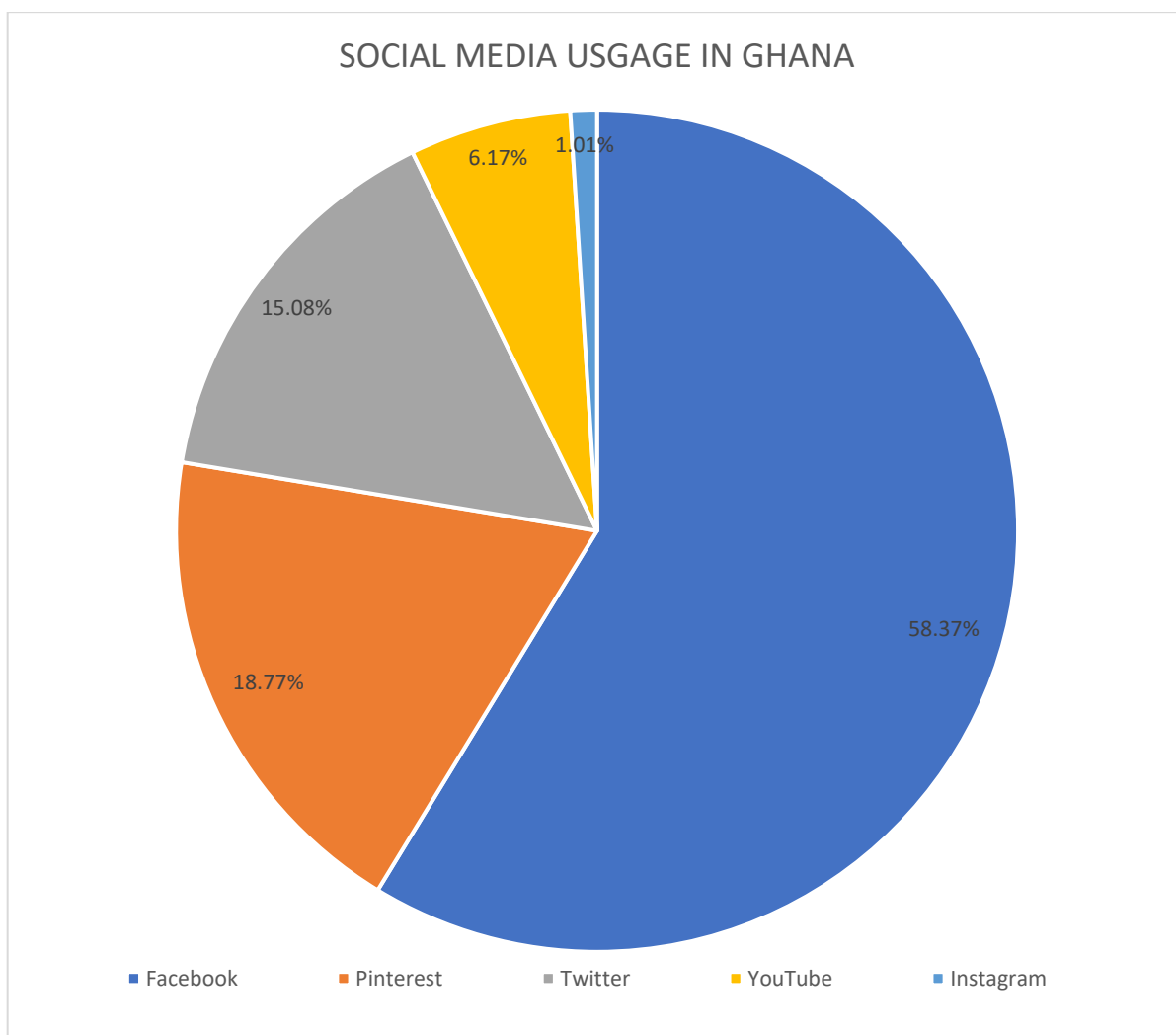


Figure 1: Social Media Usage in Ghana

2.4 Social Media Fatigue

Fatigue is a common term used in many literatures in clinical (Mao et al., 2018), psychology (Ong, Bergeman, Bisconti, & Wallace, 2006), and studies on fatigue at work (Pluut, Ilies, Curseu, & Liu, 2018). There are a lot of definitions use in research to explain fatigue in various fields of discipline. The term Clinical in fatigue means the revolting feeling of exhaustion that has a lot of different variation in time, discomfort and intensity” (Piper, Lindsey, & Dodd, 1987, p. 19). In the field of workplace that is occupational studies, fatigue is a “how individuals’ response to the high demands from work overload and their inability to complete to meet occupation standardized goals” (Hardy, Shapiro, & Borrill, 1997, p. 85). A research finding reviewed the relationship between exertion level and fatigue level. The high levels of activity and exertion is a major factor that leads to fatigue (Potempa et al., 1986; Tiesinga et al., 1999; Shen et al., 2006); also, a decrease in activity and exertion level have correlation with fatigue (Ream & Richardson, 1996; Small & Lamb, 2000; Shen et al., 2006). Researchers in recent year have noticed the fatigue caused by using of social media by users and proposed a new dimension called “social media fatigue” (Ravindran, Kuan, & Lian, 2014).

2.5 Employee Productivity

Productivity is measured by the efficiency in production. Productivity has been described by different authors with different definitions. Bernolak (1997), defined productivity as how best a given resources can be used in production. Productivity is achieved and increased when we produced more and better goods from the same resources at hand. Also, if we produce same goods and services with little rescores productivity is achieved. Productivity of employee is the employee’s ability and skill in achieving his/her duties in line with the job requirement or against a predetermined standard effectively and efficiently (Sultana, Irum, Ahmed, & Mehmood, 2012). Productivity measures the output per unit of input. Labor is a dominate input in measuring productivity (Investopedia, 2020).

Employees are entangled with some management practice that give time for them to do their own personal needs without any restrictions and these let them engage in social media participation and at times causing fatigue and in the long run affecting the productivity of the employee and the business as a whole. The last and the least, non-productive, primitive, and poor methods in production can also cause low productivity. Most working environment use old and non-productivity methods of working, making room for more lapses and ideal time for employees at the workplace. Workers then cultivate other activities when they are ideal. Most workers use this ideal time to engage in their personal activities. When this continues for longer time, the employee, then develops a habit that he or she cannot stop. Most workers use this time to engage in social media activities which at time take more time even than the working activities.

Taylor (1911) that there are three reasons workers productivity are low. Firstly, employees have some misconception that working more productivity can lead to increase in output for the business and the organization, and this in the long run will tend to result in job deprivation on the working force. Some worker are of the taught that productivity will let them run out of job in the future or when they finish all their work assigned to them, there will be no work tomorrow for them so they then use their phones or office computers to engage in social media and leading to social media fatigue. Again, there are some inaccurate enterprise management that make workers feel relaxed and that slows down productivity but let workers have more time for their personal needs.

Productivity in many texts as employee output from work assigned to for a period (Mokhtar, Nooreha, Nik Mustapha, and Mazilan, 2003; Käpylä, Jääskeläinen, and Lönnqvist, 2010). Employee productivity is the total number of employees over the total of production. Productivity of the employees is dependent of the work force, which includes their skills, knowledge, and the experience. Businesses and organizations always try to get the best employee that fit the best job description. The term productivity will be define as the actively time used on job by an worker, in doing the work he or she was assigned to do by an organization or business against the expected output by the business or organization job description. New technological tools are introduced in business to help increase workplace

engagement, however it raises another concern of loss of productivity, when employees refuse to use it for its intended purpose and misuse the tools (Liao et al., 2009).

2.6 Research hypotheses

2.6.1 Social media usage and social media fatigue

Social media fatigue is the tendency of people using various social media applications or site pull out from their engagement on social media when they have too many sites, too many different contents, having a lot of close friends and spending much time trying to engage with others (Technopedia., 2011). Social media fatigue is a psychological effect, that reflect on users' adverse emotions and the extents to which users avoid engaging on social media platforms or reduce their activities, because of their understanding of increase social comparison (Bright et al., 2015; Cramer et al., 2016). Fatigue caused by social media has a negative emotional perception in social media engagement, that includes exhaustion, feeling unconcern and lack of inspiration (Swaretal.,2017; Luqmanetal.,2017). Due to this, we hypothesize as follows:

H1: Social media usage has a positive impact on social media fatigue.

2.6.2 Social Media Usage and Employee Productivity Decrement

The introduction of the computers resulted in the increase misuse of computers at the workplace by employees, and this has a negative impact on productivity (Strader et al., 2009). Productivity maximization is the first goal of every organization and the workers plays major role. When a worker spends more than an hour of his/her working hours on the internet for its personal use, this cause organizations and businesses to lose billions of dollars due to low productivity (Johnson and Rawlins, 2008). Thus, social media usage at the workplace during working hours can be detrimental to the organization. Most organization in recent times make use of the modern way of doing things by capitalizing on a broader scope of computer-related

resources that is, computers, laptops, computer accessories, computer software, cloud computing and internet, in helping improve employees communication and at the end increasing productivity (Strader, Simpson, and Clayton (2009;p. 465). Productivity of employee is the employee's ability and skill in achieving his/her duties in line with the job requirement or against a predetermined standard efficiently and effectively. Due to this, we hypothesize as follows

H2: Social media usage has a positive impact on employee productivity decrement

2.6.3 Social Media Fatigue and Employee Productivity Decrement

Some scholars are on the view that, when a person is experiencing fatigue they can go ahead with their normal line of duty but their efficiency and effectiveness in their performance will decline and have divided attention (Boksem, Lorist, & Meijman, 2005) and some experiencing fatigue lead to decline in the overall performance of the individual (Lorist, 2008). The relationship between fatigue caused by social media use and the issues that come alone with it has not well be examined for instance its adverse consequence on performance-related issues (e.g. Employee productivity). Engagement on social media requires more mental effort which when use for a longer period can result in feeling mental stresses and cause social media fatigue and this influence job performance negatively leading to decline in productivity. Also, Lee and Min, (2014) stated that, social media engagement intensively by interacting with others is most likely to result in social media fatigue. Extreme engagement on social media platforms can occupy cognitive capacity which lead to decrease in performance (employees) (Junco, 2015). Due to this, we hypothesize as follow:

H3: Social media fatigue has a positive impact on employee productivity decrement.

2.6.4 Mediating and Moderating Role of Social Media Fatigue

Social media fatigues in individuals are mostly caused by the limited energy and comparing it to the overload of information and this key finding has been explained by most researchers (Hilland, Moran, 2011; Bright et al., 2015). Fatigue affect the performance of employees, and most managers want to maximum output, by making each employee increase their performance leading to both increase in the profitability of the organisation and attainment of organisational goal. Individuals feeling fatigue when using social media are mostly affected physically, mentally, and psychologically and this social media fatigue results in some feelings of emotional anxiety, decrease in life satisfaction and productivity (Dhir et al., 2018). According to Hunter (2004), research in physiology and organizational science indicate that human's memory information processing is limited in capacity of which when exceeded cause reduction in performance.

The use of technology among people all over the world is on the rise and this can be attributed to easy access to gadget and technology devices (McDaniel and Coyne, 2016), personal phones (Eyvazlou et al., 2016) and social media applications (Rosen et al., 2013). Thus, encumber users' behaviours and have adverse outcome on psychosocial and physiological well-being. When the individual find himself/herself in a work setting this can result in performance decline and could affect the overall performance of the organization. Human performance and their overall output are dependent on the well-being of the individuals and that any hinderance will cause negative relationship with the over performance. Studies have revealed that there is a strong adverse relationship between extreme technology engagement and fatigue that affect human productivity, for instance, playing games (Jackson et al., 2011) and the use of personal phones (Lepp et al., 2015). Psychological preoccupation with social media platforms when working can lead to an increase in mental stress that at the end can result in performance decrease (Ayyagar et al., 2011). Due to this, we hypothesize as follow:

H4: Social media fatigue mediates the link between social media usage and employee productivity decrement.

H5: Social media fatigue moderate the link between social media usage and employee productivity decrement.

2.6.5 Role of Gender

Demographic variable is mostly used in the studying individual heterogeneities, which is used to examine technological adoption (Venkatesh & Morris, 2000). Social media corporation made a conclusion that, females use social media mainly out of curiosity and interest, however males use social media because of the content. There is gender difference in the usage of social media and several researches have proven it. For instance, according to Putzke, Fischbach, Schoder & Gloor, 2014, stated that males listen to more of music on social media compared to females. However, research conducted by Pew research center in 2007 showed that females teenagers about 70% use social media to post pictures and on different social media platforms, whereas males post less.

Females and males have similar rate in engaging on social media (Pew research center, 2017). The attitude of males and females differ in their engagement on the internet and the motivation to always be online on various social media platforms that is, social networking site, wiki etc. The degree to which females review information and exchange of ideas is greater compared to men (Gretzel and Yoo, 2007; Abubakar, 2012). Females and males use various social media platform differently especially the social networking site. For instance, males use for entrainment related activities more compare to females when using social media (Joiner et al., 2012; Weiser, 2000) and spend more time on social media platforms playing games (Joiner et al., 2012; Muscanell & Guadagno, 2012). However, females spend more time commenting on posts by others, especially friends than males (Yuan, 2011) and also males post less pictures and video on social media, that is females post more of their photos and videos on social media (Hargittai, 2007; Madden, Lenhart, & Duggan, 2013; Muscanell & Guadagno, 2012).

Gender that is male and female according to socialization theory, explains that every individual is nurtured, that motivate the individuals to get either masculine or feminine

concept and important skills and training and thus develop different values systems (Mason & Mudrack, 1998). Nonetheless, females have a different way they perceive social media than males (Lim, Heinrichs and Lim,2017). However, in the aspect of posting of information, males tend to post more compared to females, however, females like reading more compared to males (Awad and Ragowsky 2008; Abubakar, 2012). Also, Tufekci (2008) argued that males use social media platforms especially the social networking site to discover and find new friends and information, females on the other hand use it to communicate with already existing friends (Taylor et al., 2011). Males and females have different personal perception, judgement, attitude, and way of doing things toward a specific objects or events.

This study helps in understanding the role on social media usage that cause social media fatigue and how gender moderate social media fatigue on employee productivity decrement and gender role in social media usage and employee productivity decrement. Due to this, we hypothesize as follows

H6: Gender will moderate the link between social media usage and social media fatigue, such that the link will be stronger for women than in men.

H7: Gender will moderate the link between social media fatigue and employee productivity decrement, such that the link will be stronger for women than in Men.

H8: Gender will moderate the link between social media usage and employee productivity decrement, such that the link will be stronger for women than in Men

2.7 Control Variables

Control variables were added to the result for alternative understanding and explanation of research findings. Age, educational level, and level at workplace were considered since they have some influence on the effect of the variables.

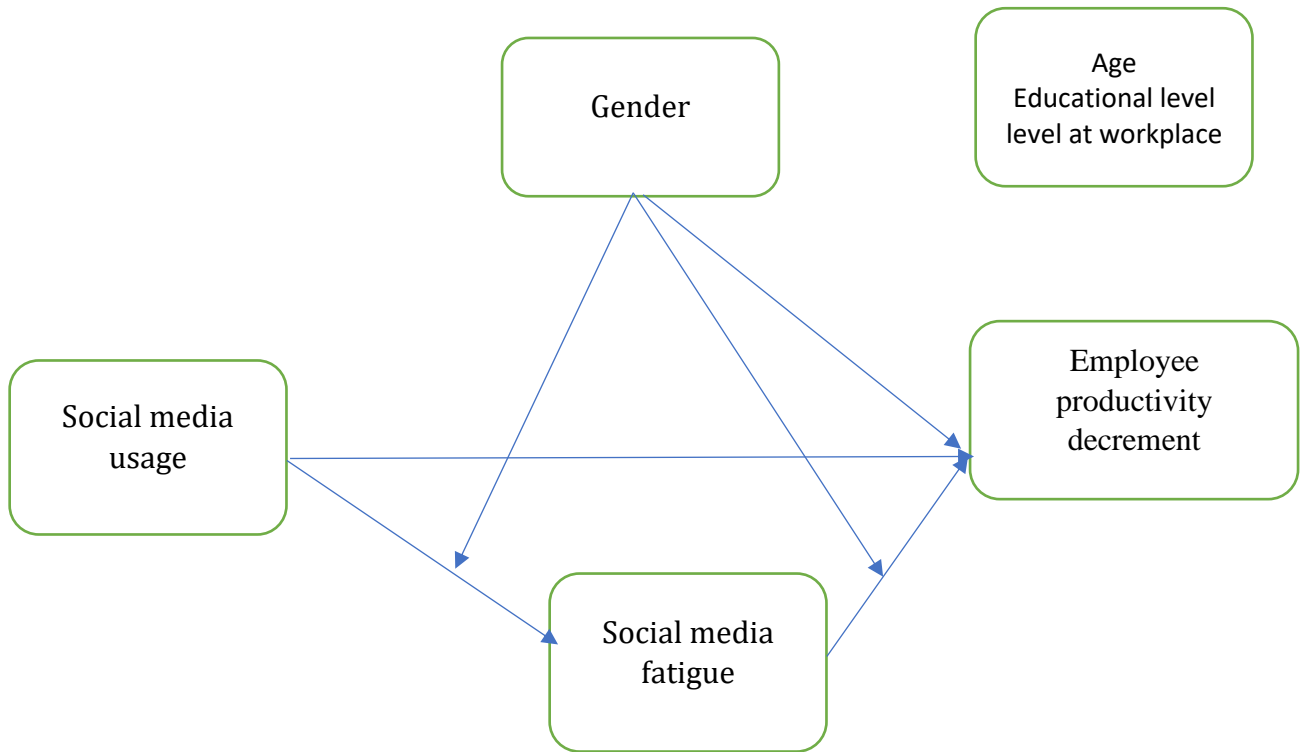


Figure 2: Research Model

3 METHODOLOGY

3.1 Industry and Sampling Procedure

Research design describes the outline for a study and gaining maximum authority will be achieved over the variables and factors that could any way have an effect of the validity of the research result (Polit & Hungler, 1999), thus the research design show the overall plan for the research. This study used quantitative exploratory research design in analyzing its variable in relation to how social media cause social media fatigue and on the productivity of employee. Quantitative research use adapted because can be transferred into numerical format, in a validated, unbiased, structured way to get information and elaborate on the variables and any relationship between them (Brink & Wood 1998; Burns & Grove 1993). This study used judgmental sampling method. Judgmental sampling method is a non-probability sampling technique where respondents are selected on merit of the researcher's own expertise, opinion, and knowledge (Deming & Edwards, 1990). This sample method was used to get a respondent across all fields, departments, sectors, and industries in the population. In addition, snowball was used to increase participant by respondent helping identify similar respondents with same or similar characteristics (Blumberg, Cooper & Schindler, 2008).

3.2 Data Collection

Data collection are group into two sources, that is primary data and secondary data. Primary is collecting firsthand data by a researcher form a specific participant for a purpose, whereas secondary data is any data other than a primary data. Secondary data was used in this thesis to give an indebt understanding of the research topic and to explain the underlining variables. The secondary data used were scientific journals, articles, and other webpages. In answering the research question primary data was collected. Primary data used for this thesis was obtained via online questionnaires. Online questionnaires were use in getting data from

respondents using the google form-based approach. This made respondent's fill the questionnaire at their appropriate time with no pressure directly and with more convenience. One filter question was used to get only those working and at least uses one social media network. Respondent who answered 'yes', they used social media where allowed to continue, whereas those who said 'No' they are not having any social media platforms submitted without preceding to the questions in the survey. This made the study get the targeted people and to eliminate incomplete questionnaires. Email was sent to various institutions and various HM departments with a formal letter to engage their staffs to respond to the questionnaires. Those who accepted to help in the survey were asked to send the survey to colleagues, friends, and family members with the similar characteristics in helping get more respondent for the survey. 435 participant data were collected of which 413 were working and using social media.

3.1. Instruments

Closed ended online questionnaires was used to collect data from respondent. Measurement used have strong influence on the quality of research, thus an already existing scales was adopted as a criterion in measuring the variables. The questionnaire was divided into 4 parts of which the second and third parts are the independent variables and fourth the dependent variable. The first part was the demographic variables of gender, age, sector of employment, educational level, level of management, what is used to connect social media at workplace and rank of social media used according to priority. The second focused on the social media usage (SMU) and was measured with time spent in using social media and was adapted from (Bhattacharjee, Sanford 2009; Kankanhalli et al. 2005). The third part was social media fatigue (SMF) of which was measured with an adapted scale to fit within the context (Zhang et al., 2016). 5-Point Likert (1 = Strongly Disagree, 5 = Strongly Agree) scale was used for the assessment. The final section was measuring employee's productivity level at the workplace and was adapted from (Chen & Tjosvold 2008; Lee & Brand 2010). 5-Point Likert (1 = Strongly Disagree, 5 = Strongly Agree) scale was used for the assessment.

4 DATA ANALYSIS AND RESULTS

4.1 Demographic Data

From the sample used for the study 52.8% were females and the remaining males. The age range in the distribution was as follows, 20 and less constituted 9.2%, 21-30 36.1%, 31-40 16.7%, and the rest over 50. Majority of the participant were working at private firms (42.6%), followed by government sector (33.9%) and the remaining were self-employed. More than half of the participant have bachelor's degree (51.1%) as their level of education and 12.6%, 20.6% and 16.2% with high school certificate, diploma and postgraduate respectively. The management level from the participant were 29.3% junior level, 37.2 % senior level, and 33.4% middle level. An overwhelming majority use their personal mobile phones to connect their social media platforms (73.1%) when at work, while some use office computer (6.1%) while at work, others use both (17.7%) and the rest don't use any when at work .

Table 2: Demographic breakdown

Variable	Frequency	Percentage
Gender		
Male	218	52.8%
Female	195	47.2%
Total	413	100.0%
Age		
20 or less	38	9.2%
21-30	149	36.1%
31-40	68	16.7%

41-50	92	22.3%
Over 50	66	16.0%
Total	413	100.0%

Sector of employment

Private	176	42.6%
Government	140	33.9%
Self-employed	97	23.5%
Total	413	100.0%

Educational level

Senior High	52	12.6%
Diploma	86	20.1%
Bachelor	211	51.1%
Postgraduate	67	16.2%
Total	413	100.0%

Management level

Junior	121	29.3%
Middle	154	37.3%
Senior	138	33.4 %
Total	413	100.0 %

Access to SM at work

Personal mobile phone	302	73.1%
Office computer	25	6.1%
Both	73	17.7%
None	13	3.1%
Total	413	100.0%

4.1.1 Social Media Applications

Respondent were asked on the social media applications they engaged the most by ranking from the most use to the least used. There are several social media applications but was limited to 7 applications (Facebook, WhatsApp, Instagram, TikToc, Twitter, YouTube, Snap Chat) and the ‘others’ referring to applications

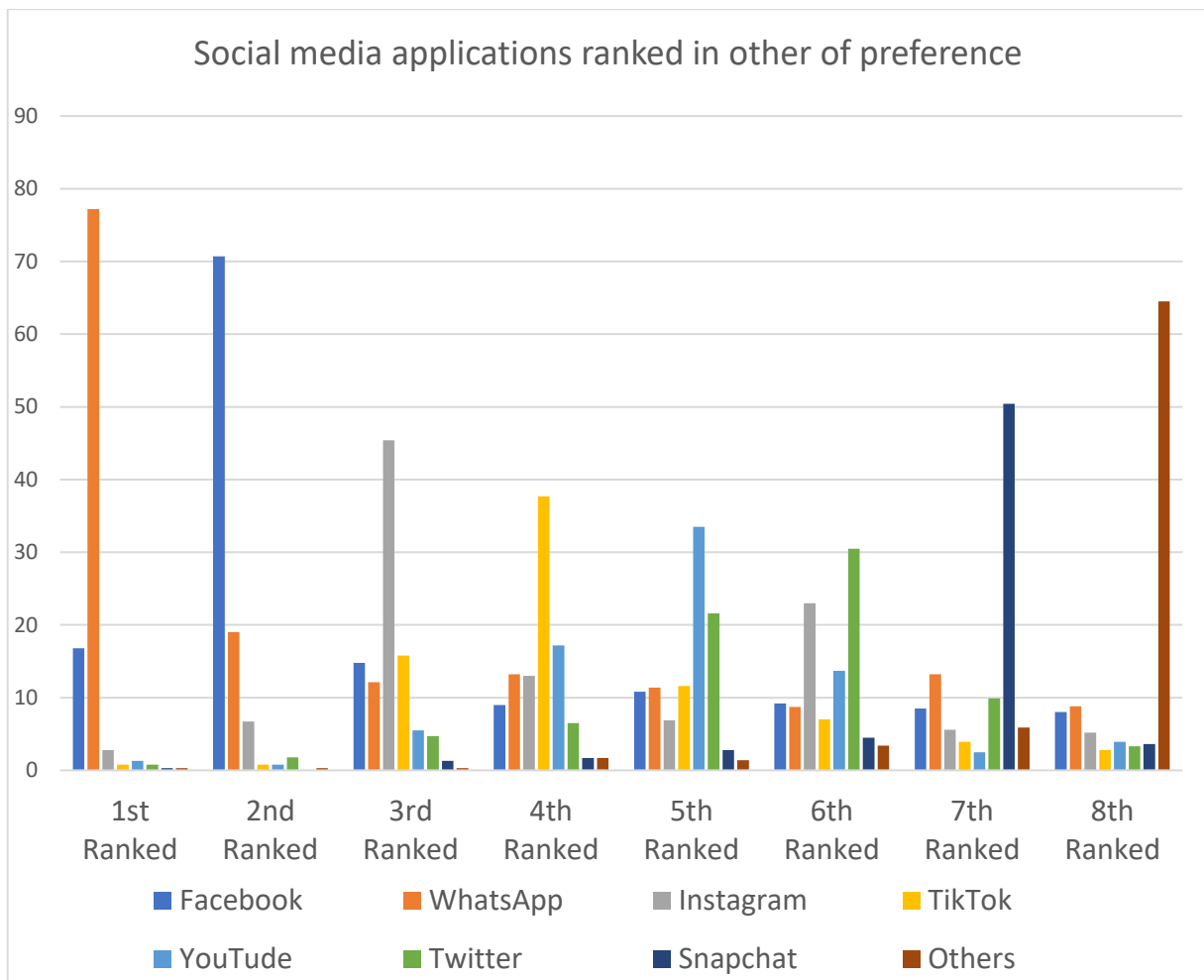


Figure 3: social media applications rank from most used to least

From the sample used for the study the most used application was as follows, 77.2% WhatsApp, 16.8% Facebook, 2.8% Instagram, 1.3% YouTube, 0.8% TikTok, Twitter 0.8%, Snap Chat 0.3%, and other applications 0.3%. Facebook was the second most used application by the respondent with 70.7%, WhatsApp with 19.0%, Instagram followed with 6.7%, Twitter 1.8%, with both TikTok and YouTube having 0.8% and the rest was the other applications. Instagram was the third most preferred social media application from the study accounting for 45.4%, TikTok 15.8%, Facebook 14.8%, WhatsApp 12.1%, YouTube 5.5%, Twitter 4.7% Snap Chat 1.3%, and the other applications 0.3%. The fourth used by the study was TikTok with most with 37.7%, YouTube 17.2%, WhatsApp with 13.2%, Instagram 13.0%, Twitter 6.5%, Snap Chat, and other applications having same with 1.7% each. The fifth used application was YouTube leading with 33.5%, followed by Twitter 21.6%, TikTok 11.6%, WhatsApp 11.4%, Facebook 10.8%, Instagram 6.9%, Snapchat 2.8%, and other applications 1.4%. From the sample data from the study Twitter was the sixth preferred by users with 30.5%, followed by Instagram 23%, YouTube 13.7% Facebook, WhatsApp, TikTok Snap Chat and others with 9.2%, 8.7%, 7.0%, 4.5% and 3.4% respectively. The seventh, Snap Chat, WhatsApp, Twitter, Facebook, other applications, Instagram, TikTok, and YouTube with 50.5%, 13.2%, 9.9%, 8.5%, 5.9%, 5.6%, 3.9% and 2.5% respectively. The last was Other applications with 64.5%, WhatsApp 8.8%, Facebook 8.0%, Instagram 5.2%, YouTube 3.9%, Snap Chat 3.6%, Twitter 3.3% and TikTok 2.8% in that order.

4.1.2 Social Media Use Frequency

The study establishes how individuals engage on social media platforms. Firstly, we measure the frequency of which respondent how many times do they engage in social media. 0.7% responded never used social media, 1.2% once a month, 1.9% every other week, 2.2% many days in a week, 8.0% one time a day and 78.9% many times a day.

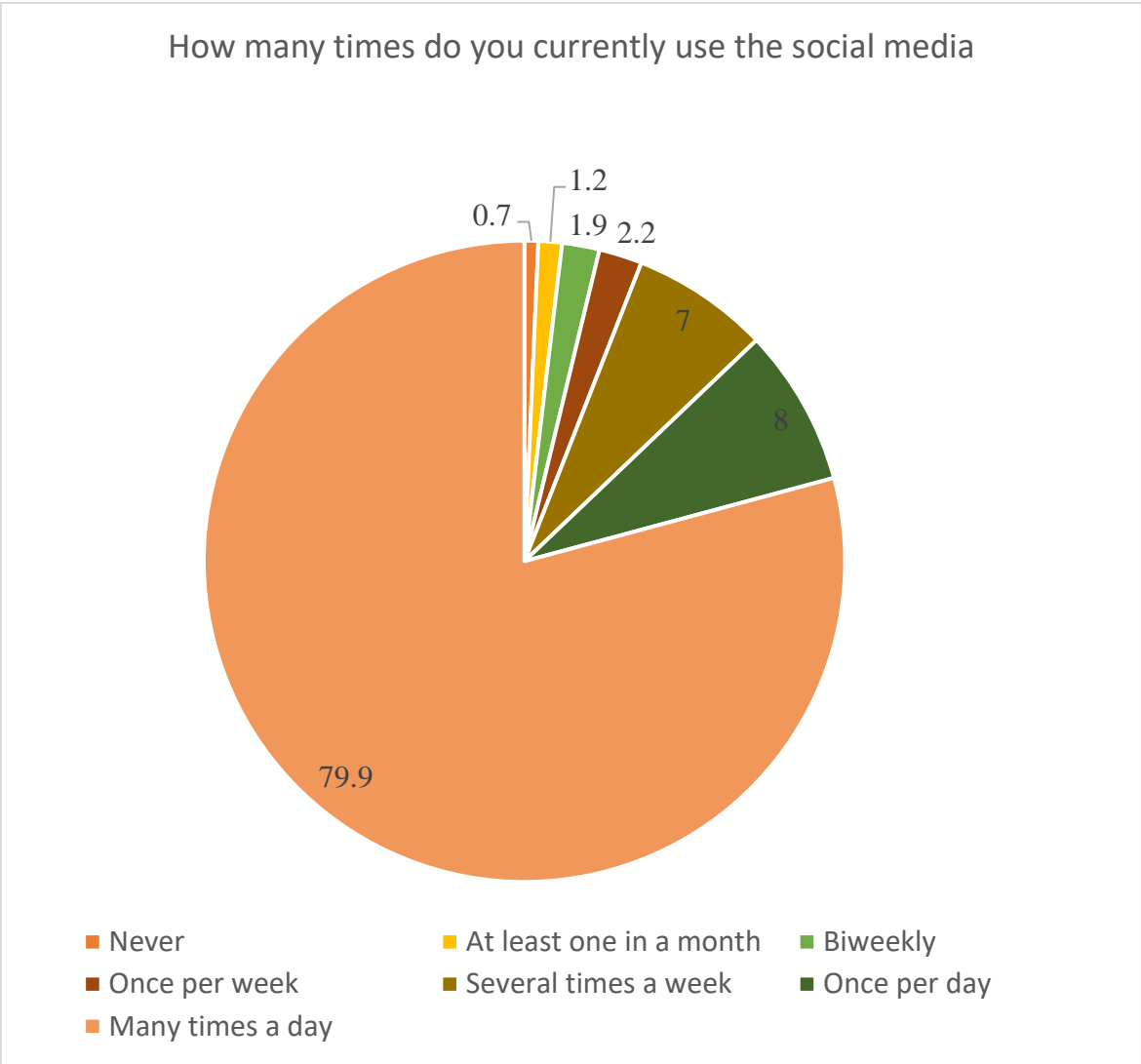


Figure 4: Social media use for a period

Secondly, respondents were asked the number of times they engage on social media platforms in a day. The result showed that 1.9% never engage in a day, 3.9% engage on social media for 15 minutes within daily averagely, 4.8 % engage on social media for 30 minutes within a daily averagely, 7.7% % engage on social media for 1 hour daily averagely, 12.3% engage on social media 2 to 4 hours daily averagely, 24.9% engage on social media for 5 to 7 hours daily averagely and 44.3% engage on social media for about 8 or more hours daily averagely.

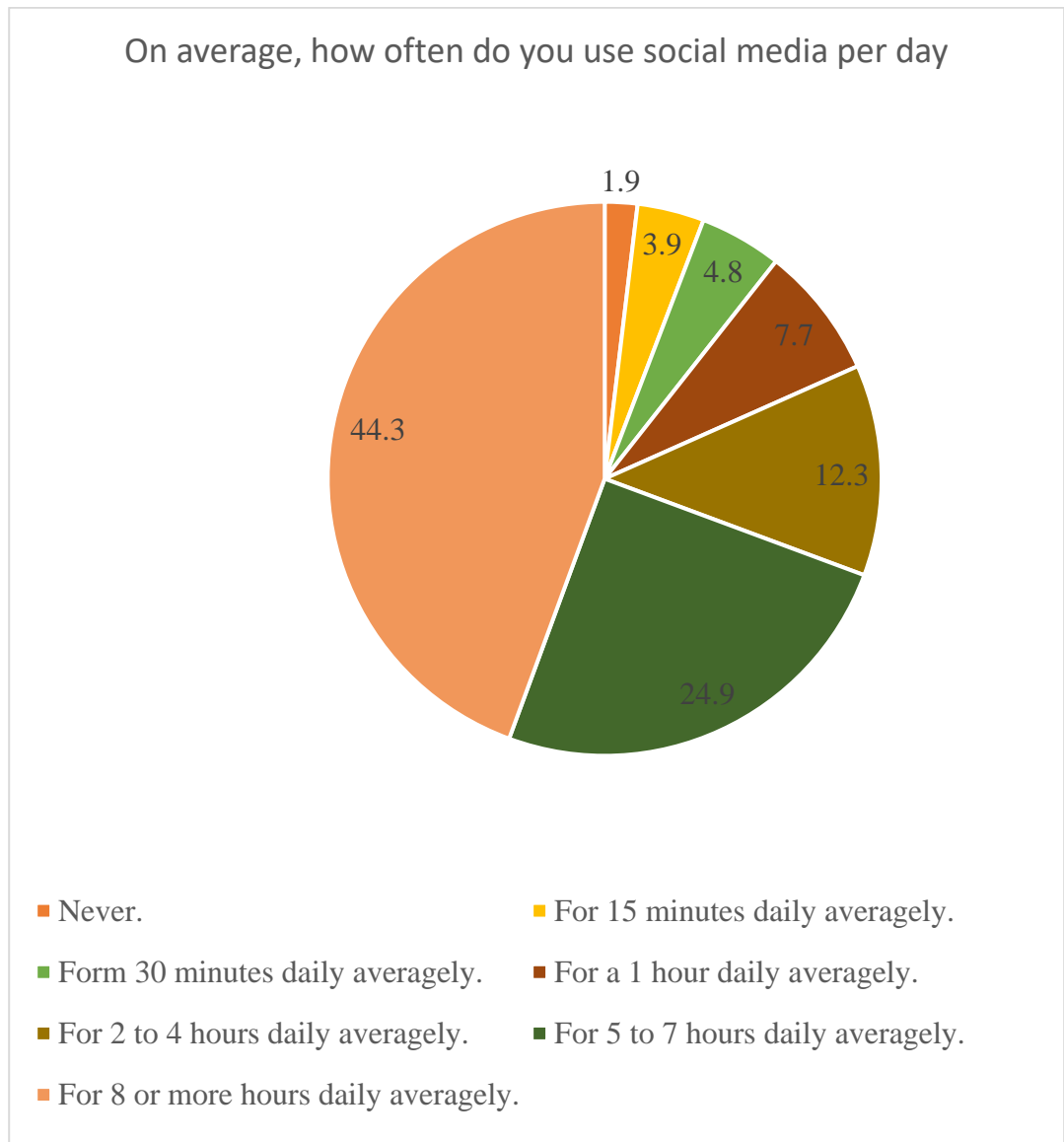


Figure 5: Social Media Use in A Day

Lastly, the research asked the respondent on the use of social media at the workplace and the result showed that 7.0% never engage in a day, 9.0% engage on social media for 15 minutes daily averagely, 9.7 % engage on social media for about 30 minutes daily averagely, 11.9% % engage on social media for about 1 hour daily averagely, 18.4% engage on social media for about 2 to 4 hours daily averagely, 23.5% engage on social media for about 5 to 7 hours daily averagely and 20.6% engage on social media for about 8 or more hours daily averagely.

How many minutes do you engaged in using social media during working hours per day

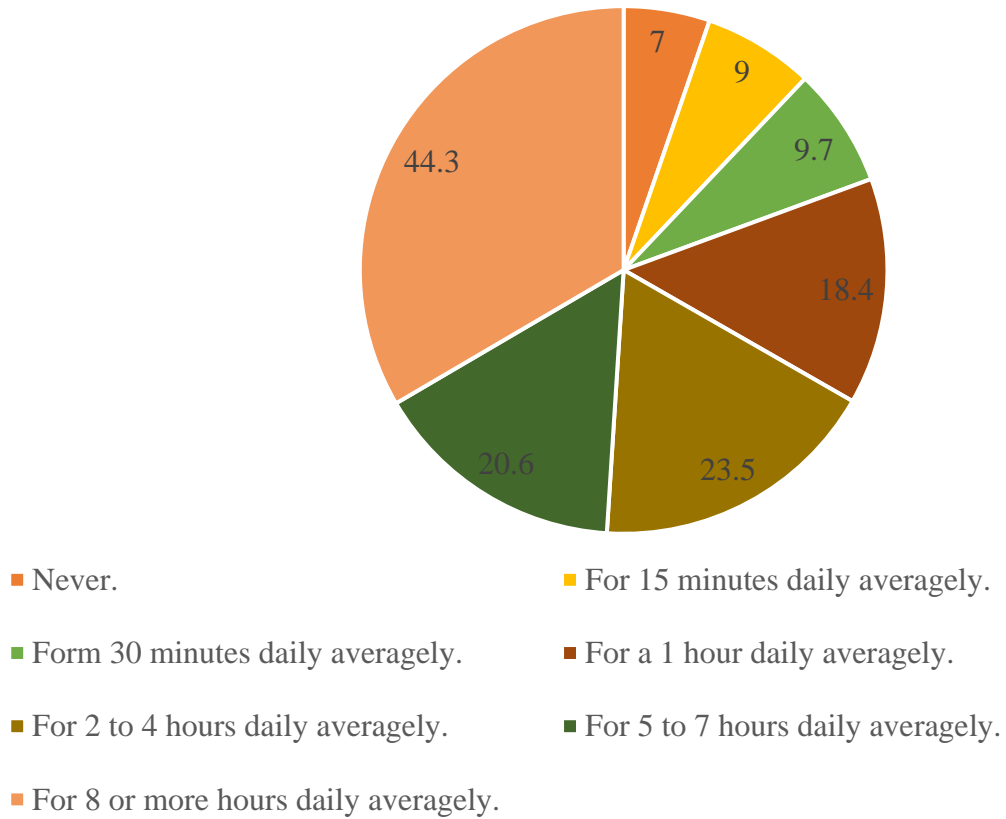


Figure 6: Social Media Use at Workplace.

4.2 Analytical Methods

The study used both IBM SPSS 23.0 and IBM AMOS 23.0 for the analyzing the data. Online questionnaire was used to collect data form respondent through google forms. The data was analysis to test the hypothesis using two-step approach proposed by Anderson and Gerbing (1988). Firstly, the measurement model was evaluated using confirmatory factor analysis for model fit indices, all forms of validity and reliability of the construct. Secondly, the structural model was used to find the link between the variables

4.3 Results

Structural equation modeling (SEM) is a multivariate analytical procedure that can used to “examine and evaluate nexus link between various variables, even if the link between the variables are directly or not directly visible” (Hair, Sarstedt, Ringle, & Mena, 2012). However, from statistical opinion, structural equation modeling is better of when dealing with an advance level of general linear modeling and analysis on multiple regression. When performing the covariance-based Structural equation modeling (CB-SEM), IBM-SPSS AMOS program version 23 was used. Covariance-based Structural equation modeling (CB-SEM) was used in the confirmatory factor analysis (CFA) technique for correct statistical verification of the factors used in the observed” (Harrington, 2008) and to determine construct reliability and validity (i.e., convergent and discriminant validity).

Common method variance (CMV) is the variance that is characterized to the measurement method but does not represent the construct it supposed to measure (Podsakoff et al., 2003, pg. 879). Podsakoff et al. (2012) “stated procedures and statistical ways in reducing Common method variance (CMV) effect. In this thesis, the researcher assured the respondents of their secrecy, privacy, and non-disclosure, which is on one of the proposed procedural approach. In addition, the researcher employed Harman single factor test also known as one-factor test to gauge for CMV statistically. Table 3 shows that the CFA results for 3-factor model, in other words, the suggested research model produced good model fit indices compared to the one-factor model. Also, the change in the Chi-square value for the

models tested was significant and large, this highlights that the problem of common method bias is not an issue in this study (Podsakoff et al., 2003, Podsakoff et al., 2012). Exhibited in Table 3

Table 3: Goodness fit of the model

	X ²	Δ X ²	df	X ² /df	GFI	NFI	CFI	RMSEA	RMR
Three factor model	146.663	-	70	2.095	.952	.970	.984	.052	.072
One factor model	1367.016	1220.3	91	17.753	.616	.718	.729	.202	.224

Table 4 and figure 7 show that the factor loadings of the items are above the threshold of .50 and the t-values show level of significance (Bagozzi, & Heatherton, 1994; Bagozzi, & Yi, 1988). In Table 5, the shows the Cronbach's alpha (α) of the variables used in this research and all were above the threshold of .70 (Cronbach, 1951; Nunnally, 1976); composite reliability (CR) of the variables used in the study were all over the expected criterion of .70 (Hair et al., 2017); average variance extracted (AVE) of the variables used in the study were all above the expected criterion of .50 (Fornell, & Larcker, 1981), There is still evidence of convergent validity. Thus, we concluded that convergent validity and reliability has been established.

For discriminant validity, In Table 5, showed that the maximum shared variance (MSV) were below compared to AVE in the study (Hair et al., 2017). In addition, Table 6 shows that the inter-correlations coefficient among the variables in the research model were less than the square root of the variables AVE which satisfies Fornell and Larcker (1981) criteria for discriminant validity. Altogether, the results show that discriminant validity has been established.

Table 4: Psychometric properties of the items

Variables	Factor loadings	t-value	Mean	SD
Social media usage				
Item1	.734	(-)	6.53	1.103
Item 2	.826	9.760	5.77	1.539
Item 3	.804	11.525	4.78	1.859
Social media fatigue				
Item1	.879	(-)	3.72	1.323
Item2	.914	28.500	3.59	1.374
Item3	.939	30.449	3.53	1.417
Item4	.931	29.801	3.55	1.371
Item5	.957	32.095	3.51	1.408
Item6	.869	25.340	3.71	1.283
Employee productivity decrement				
Item1	(*)	(*)	(*)	(*)
Item2	.658	(-)	4.13	.946
Item 3	.799	13.049	4.22	.833
Item 4	.771	12.680	4.26	.815
Item 5	.738	12.019	4.34	.810
Item 6	.745	12.389	4.27	.896

Notes: (*) = deleted item during factor analysis, (-) = unavailable; SD = standard deviation

Table 5: Reliability and convergent validity

	α	CR	AVE	MSV	MaxR(H)
1. Social media usage	.765	.831	.622	.144	.976
2. Social media fatigue	.968	.969	.838	.165	.973
3. Employee productivity decrement	.867	.860	.553	.165	.980

Table 6: Correlations, descriptive statistics, and discriminant validity

	Mean	SD	1	2	3
1. Social media usage	5.695	1.264	(.789)		
2. Social media fatigue	3.602	1.266	.348**	(.915)	
3. Employee productivity decrement	4.242	.696	.309**	.368**	(.744)

Notes: Bold values in the diagonal are square of AVE.
 Values below the diagonal are Pearson correlation coefficients generated from SPSS; SD = standard deviation

Table 6 present concurrent correlations coefficients of the variables under investigation. Social media usage correlated positively and significantly with Social media fatigue ($r = .348$, $\rho = .000$) and Employee's productivity decrement ($r = .309$, $\rho = .000$). Similarly, Social media fatigue correlated positively and significantly with Employee productivity decrement ($r = .368$, $\rho = .000$). Although, Pearson correlations only shows the present or absence of relationships and their directions, the positive and significant correlations provide preliminary support for the research hypotheses.

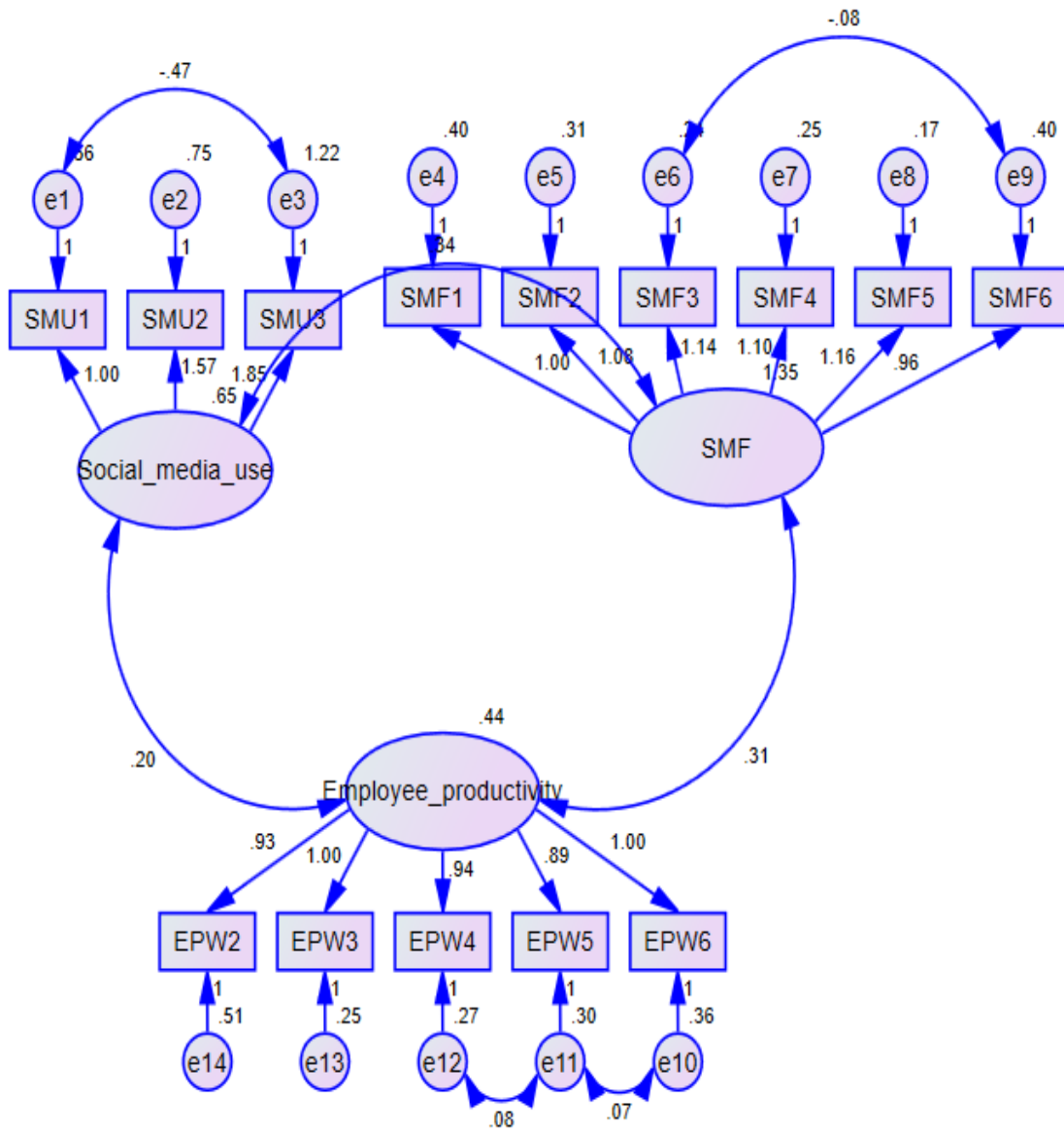


Figure 7: Measurement model (CFA)

4.3.1 Structural Modeling Using Maximum Likelihood Coefficient

Table 7 and 8 Figure presents the parallel maximum likelihood coefficients from structural equation modeling. Hypothesis 1 Social media usage have significant and positive relationship between social media fatigue ($\beta = .394, \rho < .000$). This implies that a 1-unit increase in social media usage will result in a .394 unit increase in social media fatigue. In the second hypothesis, social media fatigue has an impact on employee productivity decrement positively and significantly from result ($\beta = .164, \rho < .000$). This illustrate that social media fatigue has effect on the employee productivity decrement that is, 1-unit cause in social media will result in a .164 increase in employee productivity decrement. Hypothesis 3 Social media usage have significant and positive relationship between employee's productivity decrement ($\beta = .105, \rho < .000$). This implies that a 1-unit increase in social media usage will result in a .105 unit increase in employee productivity decrement. Thus, **hypothesis 1, 2 and 3 have received empirical support.**

However, three demographic variables educational level, age and level at workplaces were used as a control variable to examine the effect they have on social media usage fatigue and social media usage. Figure 9 and Table 8 presents the parallel maximum likelihood coefficients from structural equation modeling. Age have negative relationship with social media usage but no significate related from the result ($\beta = -.107, \rho = .080$), whiles having a positive relationship with social media fatigue and significantly from the result ($\beta = .432, \rho < .000$). Educational level has positive link with social media usage and significate from the result ($\beta = .212, \rho = .006$), and a negative relationship with social media fatigue and significant ($\beta = -.206, \rho < .000$). Level at workplace have negative relationship with social media usage but no significate related from the result ($\beta = -.115, \rho = .222$), having a positive link with social media fatigue and significantly from the result ($\beta = .432, \rho < .124$).

Table 7: Maximum likelihood estimates for the research model

Exogenous variables	Endogenous variables	Beta estimate	Standard error	t-statistics	p
Social media usage	Social media fatigue	.394	.04	7.532	***
Social media fatigue	Employee productivity decrement	.164	.026	6.27	***
Social media usage	Employee productivity decrement	.105	.026	4.027	***
<i>Interaction terms</i>					
(Social media usage	Employee productivity decrement	.072	.034	-2.126	.034
* <i>Social media fatigue</i>)					

Notes: *Significant at the $p < 0.05$ level (two-tailed); *** significant at the $p < 0.01$ level (two-tailed)

Table 8: Maximum likelihood estimates for control variables on research model

Exogenous variables	Endogenous variables	Beta estimate	Standard error	t-statistics	p
Social media usage	Social media fatigue	.403	.042	9.679	***
Social media fatigue	Employee productivity decrement	.164	.026	4.027	***
Age	Social media usage	-.107	.061	-1.750	.080
Age	Social media fatigue	.432	.052	8.355	***
Education	Social media usage	.212	.077	2.737	.006
Education	Social media fatigue	-.206	.066	-3.128	***
Level at workplace	Social media usage	-.115	.095	-1.220	.222
Level at workplace	Social media fatigue	.123	.080	1.537	.124
<i>Interaction terms</i>					
(Social media usage	Employee productivity decrement	-.072	.034	-2.126	.008
* <i>Social media fatigue</i>)					

Notes: *Significant at the $p < 0.05$ level (two-tailed); *** significant at the $p < 0.01$ level (two-tailed)

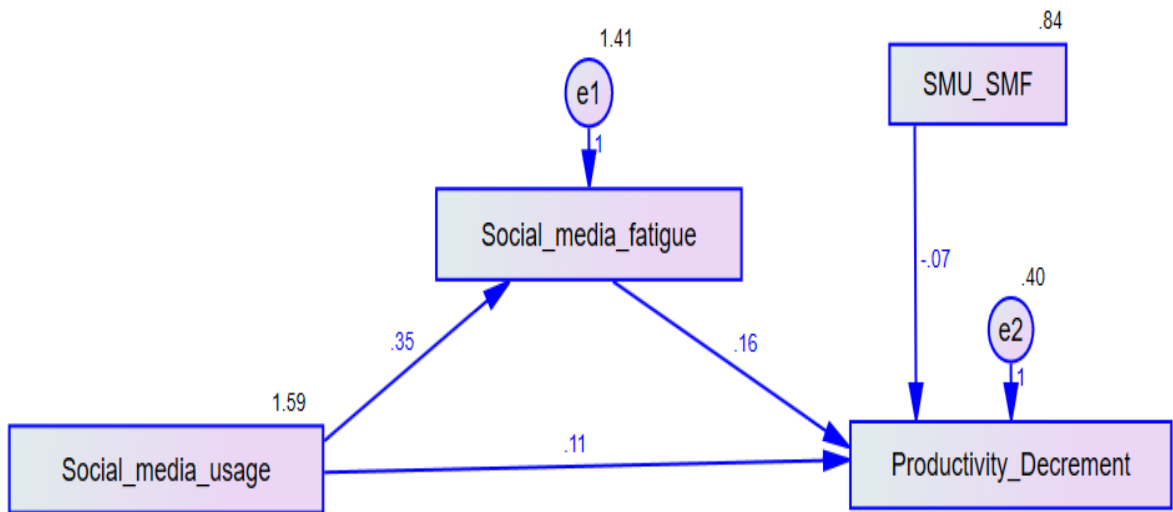


Figure 8: Structural model

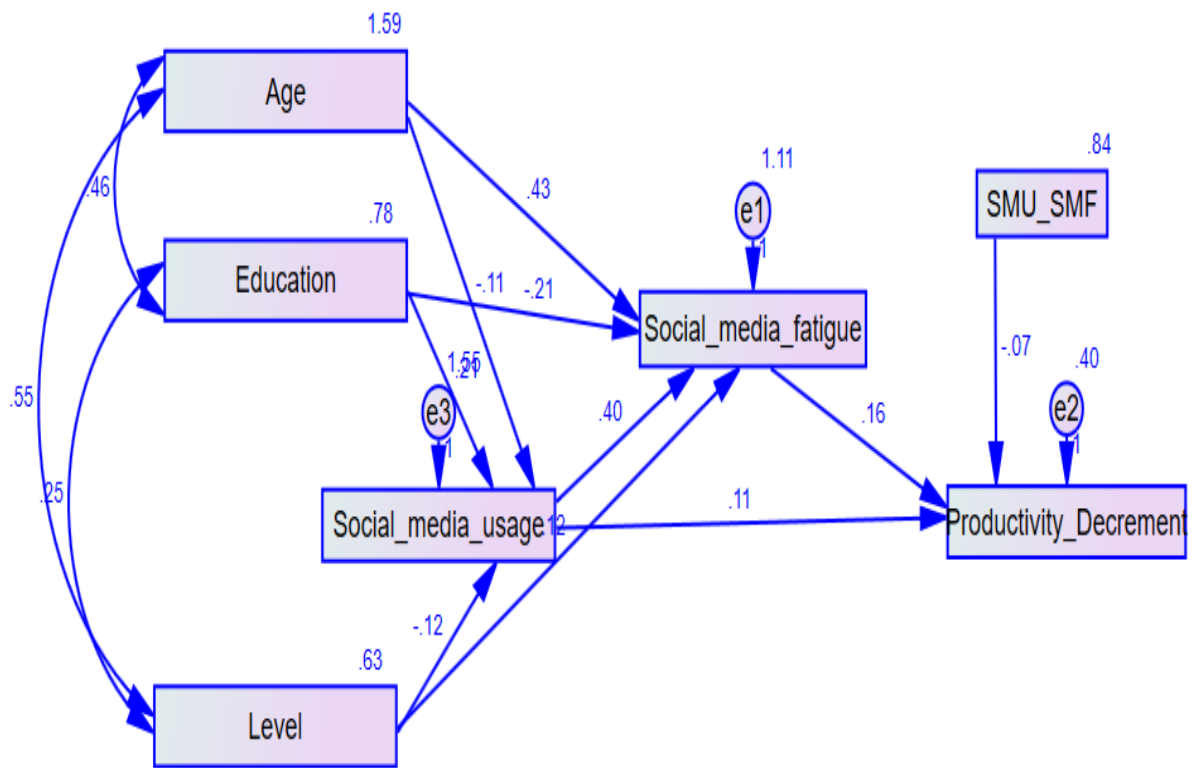


Figure 9: Structural model with control variables

4.3.2 Mediation Analysis

The mediation analysis was done using bootstrapping for the indirect effect using a simulated sample (n=5,000) and 95% confidence interval. SOBEL's method was not chosen by rather bootstrapping because of the supremacy over SOBEL'S as well noted by (Rucker et al., 2011). The fourth hypothesis suggest the mediation relation of social media fatigue mediate the link between social media usage and employee productivity decrement. There is a presence of indirect effect on social media usage and employee productivity through social media fatigue ($\beta = .057$ $\rho = .000$). The bias-corrected estimates showed these ($\rho = .000$, 95%

confidence interval: .036, .086). this outcome can be explained appropriately that, a unit rise in social media usage will cause a rise in employee productivity decrement by .057 units through social media fatigue. However, this result represents a degree of partial mediation, thus **hypothesis 4 is accepted**.

Table 9: Break down of total effect of the research model

Exogenous Variables	Endogenous Variables	Total Effect	Direct Effect	Indirect Effect	p
Social media usage	Social media fatigue	.349	.349	.000	***
Social media fatigue	Employee productivity decrement	.164	.164	.000	***
Social media usage	Employee productivity decrement	.163	.105	.057	.000
<i>Interaction terms</i>					
(Social media usage	Employee productivity decrement	-.072	-.072	.000	***
<i>*Social media fatigue)</i>					

Table 10: Break down of Multi-group moderation

Exogenous Variables	Endogenous Variables	Male(N=195)			Female (N=218)		
		Estimate	t-value	p	Estimate	t-value	p
Social media usage	Social media fatigue	.343	4.922	***	.378	6.566	***
Social media fatigue	Employee productivity decrement	.213	4.672	***	.134	4.083	***
Social media usage	Employee productivity decrement	.045	0.966	.334	.153	5.018	***
<i>Interaction term</i>							
(Social media usage	Employee productivity decrement	-.031	.501	.616	-.134	-3.512	***
<i>*Social media fatigue)</i>							

Notes: *Significant at the $p < 0.05$ level (two-tailed); ***significant at the $p < 0.01$ level (two-tailed)

4.3.3 Moderation Analysis

In examining the moderation effect in the hypothesis, the study used SEM to analysis the moderating test and in accordance with the procedure established by Aiken and West (1991). First, social media usage, social media fatigue and employee productivity were standardized to reduce the propensity of multicollinearity. In modelling the moderating effect, the study added the main effects to ward off any form of biasness in the interaction term” (Aiken & West, 1991). The standardized estimate social media usage and the moderator estimates social media fatigue, were multiplied to generate an interaction term. Hypothesis 5 examined how social media fatigue moderate the link between social media usage and employee productivity decrement. Results from table 7 reveals that social media fatigue weakens the link between social media usage and employee productivity decrement ($\beta = -0.072$; $p = .034$). For better understanding in the form of the interaction, in figure 8 the study plots the graph using the unstandardized beta values. Thus, **hypothesis 5 received empirical support.**

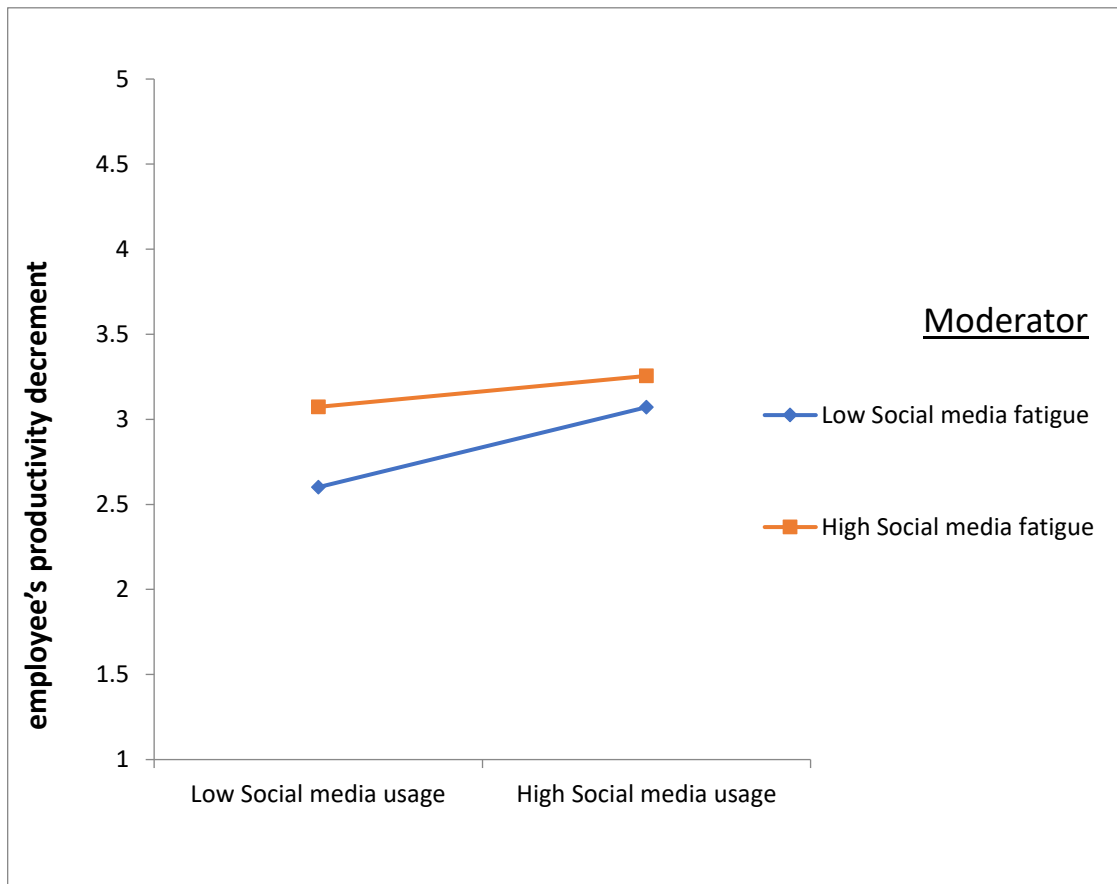


Figure 10: Interaction plot for social media usage and employee productivity

Multi-group moderation analysis was done to observe if any link is between the variables in respect to males and females. First the data selected was grouped by gender was grouped into male and female. Secondly the data was calculated, and result was group separately into male and females. Hypothesis 6 predicted that gender will moderate the link between social media usage and social media fatigue such that the link will be stronger for females than for males. Result in Table 8 revealed that both males and females have a significant link between social media usage and social media fatigue of which, females ($\beta = .378, \rho = .000$) have more compared to males ($\beta = .343 \rho = .000$). A unit increase in social media usage in females will lead to 0.378 increase in social media fatigue, whereas of males, 1-unit increase in social media usage will lead to 0.343 unit increase in social media fatigue. Based on the beta values the result showed that females feel more social media fatigue when using social media than males. Thus, **hypothesis 6 have received empirical support.**

Hypothesis 7 predicted that, gender will moderate the link between social media fatigue and employee productivity decrement such that the link will be stronger for females than for males. Result in Table 8 revealed, the link between social media fatigue and employee productivity is significant in both genders, males ($\beta = .213, \rho = .000$) and females ($\beta = .134, \rho = .000$)., but stronger in males than in females according to the beta values. Thus, **hypothesis 7 was rejected.**

Hypothesis 8 predicted that gender will moderate the link between social media usage and employee productivity decrement such that the link will be stronger for females than for males. Result in Table 8 showed that, the link between social media usage and employee productivity decrement is significant in females but not in males, males ($\beta = .045, \rho = .334$) and females ($\beta = .153, \rho = .000$) and according to the beta values the link is stronger in females than in males. Thus, **hypothesis 8 have received empirical support.**

Table 11: Summary of hypotheses and decision

Hypotheses	Decision
H1: Social media usage has a positive impact on social media fatigue	Supported
H2: Social media usage has a positive impact on employee productivity decrement	Supported
H3: Social media fatigue has a positive impact on employee productivity decrement	Supported

H4: Social media fatigue mediates the link between social media usage and employee productivity decrement	Supported
H5: Social media fatigue moderate the link between social media usage and employee productivity decrement	Supported
H6: Gender will moderate the link between social media usage and social media fatigue such that the link will be stronger for women than for men	Supported
H7: Gender will moderate the link between social media fatigue and employee productivity decrement such that the link will be stronger for women than for Men	Rejected
H8: Gender will moderate the link between social media usage and employee productivity decrement such that the link will be stronger for women than for Men	Supported

5 DISCUSSION

5.1 Summary of Findings

This research investigates three variables that are social media usage, social media fatigue and employee productivity and the relations that exist thereof. Most literature investigate the link that social media and the effect on social media fatigue. Social media fatigue is fatigue that caused by the persistent use of social media, and prior research use the Stress-Strain-Outcome (SSO) theoretical framework to examine the antecedents and consequences of social media fatigue among adolescent social media users (Bright et al., 2018). The link between social media usage and social media fatigue, social media fatigue and employee productivity decrement, the moderating role of gender and social media fatigue on social media usage and employee productivity decrement, the mediation role of social media fatigue on social media usage and employee productivity level. The research population were Ghanaians working.

The result from the thesis showed that social media usage in Ghana is on a rise and most people use social media for conversation and relationship purpose in the honeycomb framework, because 77.1% identifies WhatsApp as the first social media application they use. WhatsApp is most used for conversational and relationship purpose between contacts of closed relatives. Facebook was the second social media used by the respondent 70.7% representing identity, sharing, presence, reputation, conversation, and relationship. Instagram was the third ranked social media application, translating to people using social media for reputation, presence, and conversation. TikTok and YouTube was the fourth and fifth respectively and having similar traits in the honeycomb framework of presence and sharing. Twitter and Snapchat were sixth and seventh application respectively and with similar traits of reputation, presence, and conversation. Others representing other applications not mentioned.

The use of social media in everyday life as well as at the workplace is increasing. The results showed that 79% engage in social media several times a day. This shows the extent to

which social media engagement is now part of everyday life of most people and on average 43.3% spend 8 or more on social media , 25.1% spend 5 hours to 7 hours on average a day, making the total of 68.2% spending 5 or more hours on average on social media a day. This is an indication that the use of social media is now taking part of most individual daily activities. When a person spends more time on the phone the more likely the person interaction in real life reduces and virtual life increases and leading to less social life.

Social media is now part of everyday activities in most individual. Majority of workers engage on social media whiles at their workplaces, of which only 7.6% do not engage on social media during working hours at the workplace. This was in line with a study that showed that most worker use social media at the workplace (Greengard, 2002). This is an indication that managers and employers have a greater concern on the use of social media at the workplace and the question of whether it is used for work-related activities or personal related activities

The link between social media usage and social media fatigue was examined. The result showed that social media usage has a positive link with social media fatigue and that confirm to existing literature (Bright et al., 2015; Lee & Min, 2014). The persistent use of social media has the tendency of feeling social media fatigue. Social media fatigue is caused by persistent use of social media, whereby suggesting that worker use social media for a longer time that why they experience some level of social media fatigue.

The link between social media fatigue and employee productivity decrement was observed and the result showed that social media fatigue has a positive effect employee productivity decrement. The result showed that when one feels fatigue using social media, the fatigue level will have an inverse effect on the employee productivity level. The finding is consistent with early literature suggesting that fatigue can reduced the performance (Boksem, Lorist, & Meijman, 2005). This suggest that social media fatigue at the workplace should be eliminated to improve productivity because the main goal of every organization is maximation of productivity to increase profitability and to achieve organizational goal

Social media usage at the workplace correlate positively to employee productivity decrement. There is so much argument on whether the use of social media at the workplace should be encourage or should be discourage. Some early literature are on the view that intensive social media use of employees improve the overall performance of the business by increasing their network base, getting access to customers and potential new customers, building a strong bond between the organization and the customers, helping the organizations break barriers for globalisation and increasing business contacts (Steinfeld et al, 2009; Ferreira and Plessis, 2009; Magnier et al, 2010). This study was consistent with Kaupins and Park (2010), Brooks (2015), that when social media is use by employees for personal use during working hours (WhatsApp, Facebooking, Snap Chat etc), will have a positive link with the employee productivity decrement. On the large picture this goes beyond the employee productivity levels decreasing but the effectiveness, efficiency and the well-being of the employees will be affected negatively. Thus, in conclusion social media should be encourage when used for the work-related activities and should not be allowed for personal related activities at the workplace.

The study hypothesis examines the mediating role of social media fatigue on social media usage and employee productivity decrement. The result shows that social media fatigue partially mediate the link between social media usage and employee productivity decrement. The mediation effect is partial because the direct effect of social media usage on employee productivity decrement is significant thus, social media usage also has direct adverse effect on employee productivity decrement.

Hypothesis 5 proposed the moderating role of social media fatigue on the link of social media usage on employee productivity decrement. The result concluded that social media fatigue reduced the link between social media usage on employee productivity decrement. The more the individual is social media fatigue using social media its damper employee productivity decrement. This is to say the persistent use of social media by employees during working hours has a greater effect on employee productivity decrement. However, when the employees' become social media fatigue, the employees then use work-

related activities to reduce the level of fatigue caused by social media and this will lead to low concentration levels

Hypothesis 6,7 and 8 verify the moderating role of gender on social media and social media fatigue and social media usage and employee productivity decrement and social media fatigue and employee productivity decrement respectively. The result showed that, when gender is moderating the link between social media usage and social media fatigue using the beta estimate. The result showed that the relationship is stronger in females than in males and that was consistent with the hypothesis. Both men and women feel a level of social media fatigue when they engage on social media for longer hours, but social media fatigue is higher in women than that of men. Females feel more fatigue in using social media more compared to males. This can be attributed to female visiting more sites compared to males, making them feel more social media fatigue. The moderating role of gender on social media fatigue and employee productivity decrement and was not in relation with the hypothesis. When females feel social media fatigue, the employee productivity decrement is less than males. Males when social media fatigue are more likely to affect the productivity more than females. Gender moderate the link between social media usage and employee productivity decrement such that the link will be stronger for females than for males. The result is related to the hypothesis, but significant in only females but insignificant to males.

The results from the control variables on social media usage and social media fatigue. Age has no significant effect on social media usage but relate positively and significant with social media fatigue. Social media usage cut across all age groups, with all ages participating on social media at the workplace whereas the level of social media fatigue is stronger in the elderly compared to the younger generation. Educational level is significant in both social media usage and social fatigue. Educational level is positively related to social media usage, that is the more educated the individual becomes the more engagement he/she does on various social media platforms. This can attribute to people well educated have some level of confidence when on social media and more knowledge on social media applications and sites compared to less educated. Social media fatigue is less in most educated individuals and more on those less educated. The more educated a person becomes the less social media

fatigue, because of the high level of knowledge on when to use and when to stop using and how best to use various social media platforms. The level at workplace has no significant effect on social media usage, however, was significant and positively related to social media fatigue. Employees at higher on the level of management have more access to organizations internet and personal mobiles making them spend more time on social media and feeling some level of social media fatigue compared to those at the lower level with less access.

5.3 Implications for Theory and Practice

The present study has both implications both theoretically and in practice. The theoretically implications are as follows; firstly, early literature examine social media usage from the use of a particular social media applications without considering the overall engagement of users on all applications. Therefore, the present study examines the use of all social media applications used by users. Secondly, the present study goes further to investigate the time spent on social media a day, how many hours spent daily on social media and the time spent on social media whiles at work. Due to this social media usage is examined different compare to prior literature. Next, the review of literature of social media usage and its effect on social media fatigue of which most literature use the Stress-Strain-Outcome theoretical framework approach, whereas in this study a direct link between social media usage on social media fatigue was examined. Also, early literatures have not examined the total effect of social media usage and social media fatigue on employee productivity whiles at work by employee. Therefore, this can give an empirical evidence that can contribute to theory on social media usage and social media fatigue on employee productivity. lastly, the study examined the moderating roles of gender on social media usage and social media fatigue and a social media fatigue and employee productivity level. However, this study will not be the first of which gender is used to moderate but will add some empirical evidence to existing theories.

In practice the research findings will be significant to social media users, managers, marketers, internet and social media providers and scholars. Social media users across all

ages and gender shows compulsive use of social media can result in feeling fatigue. Therefore, social media use should be checked and used moderately. Managers, especially human resource, will find these results important in understanding the rate of which employees engage on social media and use of personal mobile phones and office computer at work to log into social media platforms while at work. Managers should put measures in place to monitor employees' behaviors during working hours and not to be distracted at the workplace to increase productivity. Marketers will know the social media applications which is mostly used by social media users and therefore, will know which platform they need to advertise their product on to get a greater audience. Internet and social media providers are now having very competitive market and these findings will help them to maintain and attract users. The methodology and research model could be a guided principle for further investigation into the topic for scholars.

The general conclusion for decision makes from this study is the management of employees' mobile phones while at the workplace. This study points out some important finds on the use of personal mobile phones at the workplace during working hours. Measures should be put in place to check this practice from employees by employers, by making employees stay away from personal mobile phones and making it accessible during break hours. Again, social media is now come to stay so discouraging it will not be the best but employees much channel their social media surfing into work related activities, but not personal use and this can help in gaining competitive advantage.

5.4 Limitations and future research direction

The research outlines some limitations. The study used non-probability sampling technique (convenience and snowball) in selection respondent and one key criticism of this method is not able to generalize findings. Future researchers must use a probability sampling technique in selection respondent for more generalized results. The target population was a specific population of Ghanaian in the working class and future researcher must include other countries to make the research cover a larger scope. The study used a longitudinal research

approach, and this is not the best to measure social media fatigue and employee's productivity level, so will suggest to future researchers to use cross-sectional research approach. Using self-answering questionnaires to access the employee's productivity is not the ideal way but using a performance indicator will be encouraged in future researchers.

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APPENDIX

APPENDIX I

INTRODUCTION LETTER

Dear Sir/Madam,

Impact of Social Media Usage on Social Media Fatigue and Employee's Productivity:
Moderating Role of Gender

I am a graduate student at Institute of Post Graduate Education (Antalya Bilim University, Antalya – Turkey) doing my master's in business administration (MBA). IMPACT OF SOCIAL MEDIA USAGE ON SOCIAL MEDIA FATIGUE AND EMPLOYEE'S PRODUCTIVITY: MODERATING ROLE OF GENDER with a focus on the Ghanaians working.

I wish to request for your staffs and the needed collaboration in answering this google forms. This will aid in providing data in analysis my research hypothesis

The information you provide will be confidential and at no point will it be used for any other purpose other than for this project.

Your assistance will be highly appreciated thus kindly spare some few minutes of your time to complete the online questionnaire.

The link is provided below.

<https://forms.gle/qo5oSydheUvs32VJ7>

Regards

John Benedict Yorke Awotwe

APPENDIX II:

Research Project Questionnaire

Impact of Social Media Usage on Social Media Fatigue and Employee Productivity:
Moderating Role Of Gender

If a participant wants the feedback on the social media score and the overall social media usage in Ghana, he/she can provide the email.

Are you using any social media accounts personally?

Yes

No

Part A

Demographic

1. What is your gender?

1. Male
2. Female

2. How old are you?

1. Below 20
2. 21-30
3. 31-40
4. 41-50
5. Over 51

3. Sector of employment?

1. Private
2. Government
3. Self employed

4. Educational level

1. Senior High
2. Diploma
3. Bachelors

4. Postgraduate

5. Which of the following best describe your current position in the workplace?

1. Junior staff
2. Middle level management
3. Senior level Management

6. What do use to engage on social media whiles at work?

1. Personal Mobile Phone
2. Office computer
3. Use both
4. None

7. Which social media do you use most? Rank (1-8) the following social medias in order of preference, where 1 is the most preferred and 8 is the least.

- 1) Facebook
- 2) WhatsApp
- 3) Instagram
- 4) TikTok
- 5) YouTube
- 6) Twitter
- 7) Snap chat
- 8) Others

Part B

Social Media Usage (SMU)

1. How active are you in using the social media?

- 1=never,
- 2= At least one in a month,
- 3= Biweekly
- 4= Once per week,
- 5=several times a week,
- 6=once per day,
- 7= Many times a day

2. How many minutes do you engaged in using social media during working hours per day?

1=never,
2= For 15 minutes daily averagely.
3= For 30 minutes daily averagely
4= For 1 hour daily averagely
5= For 2 to 4 hours daily averagely
6= For 5 to 7 hours daily averagely
7= For 8 or more hours a daily averagely

3. On average, how often do you use social media per day?

1=never,
2= For 15 minutes daily averagely.
3= For 30 minutes daily averagely
4= For 1 hour daily averagely
5= For 2 to 4 hours daily averagely
6= For 5 to 7 hours daily averagely
7= For 8 or more hours a daily averagely

Part C

Social media Fatigue

1. I feel not interested if whether there are new things happening on social media platforms

1=Strongly disagree
2= Disagree
3=Neutral
4= Agree
5= Strongly agree.

2. I feel emotionally drained after using social media platforms

1 = Strongly disagree
2= Disagree
3=Neutral
4= Agree
5= Strongly agree.

3. Using social media Platforms is stressful for me.

- 1 = Strongly disagree
- 2= Disagree
- 3=Neutral
- 4= Agree
- 5= Strongly agree.

4. I feel irritated after using social media platforms

- 1 = Strongly disagree
- 2= Disagree
- 3=Neutral
- 4= Agree
- 5= Strongly agree.

5. I feel frustrated when using social media

- 1 = Strongly disagree
- 2= Disagree
- 3=Neutral
- 4= Agree
- 5= Strongly agree.

.

6. I feel not bored about the reminders or alert of new things from social media

- 1 = Strongly disagree
- 2= Disagree
- 3=Neutral
- 4= Agree
- 5= Strongly agree.

Part D

Employees Productivity Decrement

1. I miss planned work due to social media use

- 1=Strongly disagree
- 2= Disagree
- 3=Neutral
- 4= Agree
- 5= Strongly agree.

2. I do large amount of work daily
1=Strongly disagree
2= Disagree
3=Neutral
4= Agree
5= Strongly agree.
3. I accomplish tasks quickly, effectively, and efficiently.
1=Strongly disagree
2= Disagree
3=Neutral
4= Agree
5= Strongly agree.
4. I have a high standard of task accomplishment.
1=Strongly disagree
2= Disagree
3=Neutral
4= Agree
5= Strongly agree.
5. My work outcomes are of high quality.
1=Strongly disagree
2= Disagree
3=Neutral
4= Agree
5= Strongly agree.
6. I always beat our team targets.
1=Strongly disagree
2= Disagree
3=Neutral
4= Agree
5= Strongly agree.

CURRICULUM VITAE

PERSONAL DETAILS

Name: John Benedict Yorke Awotwe. Sex: Male.
Date of Birth: 27th July 1993. Languages Native: English / Akan
Nationality: Ghanaian Contact Number: (+90) 536614981.
Email Address: yawotwi@gmail.com

PERSONAL PROFILE

I am an energetic self-motivated individual, very enthusiastic, humble, and reliable. I am very organized with excellent communication and interpersonal skills which enables me to work efficiently in a team or on my own initiative. I am flexible in my approach to work and can work well under pressure and adapt to new situations quickly and implement effective action to achieve designated objectives within tight deadlines.

EDUCATION AND TRAINING

- ANATALYA BILIM UNIVERSITY (MBA)
- UNIVERSITY OF CAPE COAST [Bachelor of commerce accounting Major] [2012-2016]
- INSTITUTE OF CHARTERED ACCOUNTANT PART 2
- ADISADEL COLLEGE [2007 - 20011]
- RIDGE INTERNATIONAL JUNIOR HIGH [2004-2007]

PROFESSIONAL EXPERIENCE

- Effia Nkwanta Regional Hospital Sekondi/Takoradi (Internal Audit Department).
- Kwesimintin Hospital (Accounts Officer).
- BirdRock Hotel Anomabo: Front Office Executive (Cashier).
- BirdRock Hotel Anomabo: Night Auditor.
- Waste Management Essikado sub metro: Deputy metro officer

Computer skills

- Competent with most Microsoft Office programmers
- Good Email communication
- Extensive knowledge of Internet surfing and computer software's
- IBM Spss statistics and IBM Amos