Use of Social Media by Employees During Work Hours
- Case Study: Employees of the Saudi Telecom Company STC

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Abstract: The current study aimed at investigating the reasons for using social media by employees of the Saudi Telecom Company STC during working hours, revealing the most prominent negative effects of using social media by employees during working hours, from their own perspectives, and revealing the existence of statistically significant differences among employees' responses, based on the variables (Gender-Educational Qualification- Years of Experience). The study sample included (15) employees of the Saudi Telecom Company (STC). To achieve the study objectives, the researcher adopted the analytical descriptive approach as the research methodology and used the questionnaire as the research instrument for data collection. The researcher reached several results, most notably is that "Reasons for using social media by employees during working hours" scored (high) from the perspectives of study respondents and "Negative effects of using social media by employees during working hours" scored (very high) from the perspectives of study respondents.

Keywords: Social Media, Employees, Work Performance, STC, Work Hours.

Introduction

The rapid advances in communication technologies in the 21st century has revolutionized the ways people are interacting and communicating with each other. The most prominent outcome of this communication revolution is the advent of social media. Social media are internet-based applications and services that enable users to create public profiles within specific networks. Social media networks are classified into two main groups: public and internal social media networks. Public social media networks are often owned and managed by commercial providers, such as Facebook, and their services are mostly provided free of charge. Internal social media networks, on the other hand, are owned and managed by organizations for the purpose of internal use only, such as the Beehive system used by IBM. Public social media networks have received significantly more attention from researchers, compared to their internal counterparts, for several reasons, the most important of which is that using them during work hours can be a significant waster of employees' time due to being a potential source of distraction [1].

The use of social media during work hours can severely affect employees' productivity due to the vast entertainment-oriented features they offer. Other adverse effects of social media use during work hours on employees' productivity include the possibility of information leaks caused by gossiping among

employees in the substantially free environment of social media interactions, in addition to the problem of placing the organization under significant threats of scams and cyber-attacks [2].

Addressing the problem of hedonic use of social media during work hours is a much complex issue. The younger generations (particularly Generation Y) are rapidly becoming the main bulk of workforce in today's job markets. Generation Y employees are accustomed to using social media in all contexts. The absence or prohibition of social media use in workplaces may often lead to compelling talented employees to depart looking for other workplaces allowing the use of social media, which puts organizations in a constant dilemma on how to employ social media in their daily operations without affecting levels of employees' performance and productivity [3].

All these issues necessitate paying attention to the applicable methods through which it is possible to direct and control the use of social media to reduce the negative and adverse effects of using social media during work, if not turning it into an important component of organizations' management and business operation systems.

Statement of the Problem:

There is a considerable debate among scholars concerning the significance of social media use by employees during working hours [1]. Generally, employers -and even employees- tend to agree that the risks of using social media during work hours exceeds the benefits, and that the lost productivity and even decreased quality of work performed because of social networking distractions are expensive [6].

The use of social media can be a disrupting liability, lowering employees' levels of performance and preventing them from attaining their full potential. Several previous studies indicated that using social media during work hours results in significant negative effects among fresh employees entering the job market [6, 7]. First, using social media can be a major time-wasting factor, especially that the entertainment-rich features incorporated into social networking technologies may easily distract employees from performing their work duties efficiently. Moreover, other related negative factors associated with using social media at work mainly include negative attitudes among colleagues and leadership, lack of support, low levels of awareness the benefits of using social media at work, restrictive organizational polices regarding the use of social media, and possible distractions from using social media during work hours.

Research Questions:

- What are the reasons for using social media by employees during work hours?
- What are the negative effects of using social media by employees during work hours?

Research Hypothesis:

- Are there statistically significant differences at the (0.05) level of significance on the reality of using social media by employees during work hours based on the variables (Gender, Years of Experience, Educational Level)?

- Are there statistically significant differences at the (0.05) level of significance on the reasons for using social media by employees during work hours based on the variables (Gender, Years of Experience, Educational Level)?

- Are there statistically significant differences at the (0.05) level of significance on the negative effects of using social media by employees during work hours based on the variables (Gender, Years of Experience, Educational Level)?

Research Objectives:

The current study aims to accomplish the following objectives:

- Identifying the reality of using social media by employees during work hours.
- Identifying the reasons for using social media by employees during work hours.
- Identifying the negative effects of using social media by employees during work hours.

Theoretical Framework:

Theories Explaining the Use of Social Media by Employees during Work Hours:

People's relationships with all types of media are much complex. In order to fully understand the different aspects of the nature of using social media during work hours, it is important to discuss the various theories explaining people's use of media, in general, and social media, in particular [8].

Media Ecology Theory:

The media ecology theory is widely used among researchers in explaining people's use of social media. This theory is founded on an influential concept proposed by Marshall McLuhan in 1967, which is that "The Medium Is the Message". Media ecology theorists posit that technology (especially communication technologies) are changing people's lives. Human create and shape new communication technologies, and these technologies, in turn, shape humans' lives [8].

The media ecology theory adopts three main hypotheses [9]:

1. Social media is pervasive to the level it impacts every single action occurring in a modern human society. Evading their influence in today's world is virtually impossible.

2. Social media not only influences actions, but they also have significant impacts on experiences and perceptions.

3. Social media connects the whole world together. The connection capabilities offered by social media makes it more similar to a small village in which political, cultural, economic, and social systems are uniform.

When examining the use of social media use based on the perspective of the media ecology theory, social media can be viewed as pervasive factor affecting various aspects of work. Social media were originally created for the purpose of facilitating communication and interaction and making people's lives easier. But this has a backfiring effect, as social media eventually becomes very dominant to the degree it influences employees' behaviors, whether positively or negatively.

Theory of Reasoned Action:

The theory of reasoned action is among the most adopted theories in analyzing the behaviors of social media users. This theory focuses on three major factors related to social media use patterns: behaviors, the attitudes towards the behaviors, and the subjective norms influencing the behaviors. Attitudes and norms influence intentions to do certain behaviors. Attitudes are the personal evaluations toward committing a certain type of behavior, while subjective norms are the perceptions one builds as a result of the values prevalent in the individual's local social context regarding that behavior. When an individual has positive attitudes and builds supportive subjective norms, the possibility of him/her committing that particular behavior increases. Research based on that theory have aimed to explain the effects of attitudes and subjective norms on certain groups of behavior, such as healthy behaviors and online behaviors [10].

When discussing the use of social media from the perspective of that theory, it is evident that employees' behavioral intentions toward using social media during work hours is equally influenced by both personal and organizational factors. If an employee personally believes that using social media during work hours is an acceptable behavior, he/she is more likely to engage in it. Moreover, if the employee perceives that the organizational culture doesn't clearly shun the use of social media, he/she is more likely to view it as acceptable and, thus, engage in it [10].

Theory of Planned Behavior:

According to the theory of planned behavior, intentions are the main antecedents of human behaviors. The theory views intentions as the main factor influencing the emergence of tendencies toward committing behaviors. Intention are an outcome of the interaction of three groups of factors, which are perceived behavioral control, attitudes toward behaviors, and subjective norms, and each of these groups

influences behavioral intentions differently. Perceived behavioral control is the sum of an individual's personal perceptions that he/she has the capability of committing a certain behavior. Attitudes toward behaviors are positive/negative opinions an individual hold toward certain behavior. Subjective norms are what an individual perceives of social pressures to commit a certain behavior [11].

The Reality of Using Social Media by Employees during Work Hours:

Due to the vast communication capabilities offered by social media, they can be exploited in various advantageous ways in organizations, which include resource mobilization as well as implementation of new ideas. Such capabilities can increase organizations' levels of flexibility in responding to stakeholders' demands. However, social media may constitute a negative factor in senior management's control over operations conducted in their organizations, as planning and implementation of social media initiatives in organizations are mainly led by IT-professionals. This effect may, in some cases, result in organizational conflicts [12].

Despite the controversies surrounding the use of social media technologies, many organizations have adopted them for several reasons. Many organizations are interested in social media use due to their capabilities that enable users, employees and customers alike, to communicate freely. Another example of the beneficial features many organizations are benefiting from today is the "News Feed" feature in Facebook. This particular feature enables followers of the organization's page to stay informed of the latest activities and initiatives made by the organization [13].

Among the most beneficial types of social media in modern organizations are wikis. Wikis facilitate fast and easy transferring of information among members of the organization. Using wikis results in three main advantages [14]:

1. Improving the organization's reputation.
2. Facilitating work procedures.
3. Increasing the efficiency of work processes.

A surprising advantage of social media use at work indicated by a number of recent studies is that allowing employees to use social media for entertainment leads to increasing their levels of concentration on work activities. The possible explanation for this outcome is that giving employees the opportunity to take short breaks during work makes them able to resume work with refreshed thinking. Furthermore, engaging in social interactions on social media could eventually make the employee more skillful and competent in managing social interactions and problem solving. Another significant benefit of using social media in workplaces is that it makes it much easier for employees to gather each other's contact information. In the past, it was required to ask about a list of contact information, such as mobile phone number or email

address, in order to be able to maintain communication with colleagues. Using social media, employees only need to know each other's' social media profiles, which makes communication easier and faster. Knowing social media profile pages allows for acquiring other contact details as well. Social media use also makes it easy to fulfill employees' training needs. All these aforementioned effects lead to increasing employees' performance, which is a result of developing skills, abilities, and knowledge, boosting levels of work motivation, and improving their relationships with and within the organization [15].

Challenges Associated with Using Social Media by Employees during Work Hours:

The use of social media during work hours can result in an array of negative phenomena in the work environment. Using these technologies during work hours fosters several counterproductive activities among employees, such as spreading rumors, which is a result of employees constantly following their colleagues' personal pages and talking about their personal lives. Another major problem caused by using social media is that it severely affects direct, face-to-face communication. This problem leads to lessening the effectiveness of communication among employees, especially that the easiness of instant communications can decrease employees' willingness to deepen their relationships with their colleagues. Moreover, another significant concern raised about using social media during work hours is that they are a possible cause of wasting employees' time. Interestingly, both personal and work-related uses can result in this problem. First, with regards to personal uses, they mainly include hedonic uses, which are by nature very time wasting. Second, with regards to work-related uses, the use of social media puts the user under a heavy flow of constant information, which can lead to disruption of work due to the necessity of constant monitoring of received information [16].

However, several researchers challenged the conception that using social media inevitably leads to distracting employees. One common argument in that regard is that in the past concerns were raised regarding the introduction of several inventions, including the telephone and electronic mail. Moreover, some researchers also claim that regardless of the technologies available at the workplace, employees will seek other methods of diversion, which makes the argument supporting the assumption that social media leads to decreasing performance and productivity invalid [17].

Not only are social media detrimental to work efficiency, but excessive social media use may develop into chronic additions, further affecting work productivity and performance negatively. Social media addition is characterized by a number of adverse characteristics affecting work [18]:

1- Salience: social media addition is very evident and tangible. Addition to using social media is the single most notable behavior among social media addicts, in addition to that it pervades the addict's thinking. This is significantly adverse to work outcomes; even if the employee isn't engaged in using

social media, excessive thinking about social media makes him/her unable to fully concentrate on performing work duties.

2- Mood modification: this results from the actual experience of using social media. Using social media has a tranquilizing effect on the addict. This characteristic would make the employee in constant need to surf social media in order suppress the feelings of unsatisfied need.

3- Tolerance: this particular characteristic is of much threat to employees' performance and productivity. Tolerance means that, by time, the amount of time required to reach the tranquilizing, mood modifying effect of using social media increases gradually. Thus, the amount of off-work use of social media an employee needs during work in order to reach satisfaction would increase by time, severely harming work efficiency.

4- Withdrawal symptoms: akin to other forms of addiction, social media addition is accompanied by the occurrence of unpleasant emotions and physical symptoms in cases of failing to use social media. The various withdrawal symptoms associated with social media addition include irritability and moodiness.

5- Conflict: conflicts pervade a social media addict's life. These conflicts include conflicts in social relationships, conflicts with other activities, and intrapersonal conflicts (i.e., psychological conflicts).

Social media use can also harm employees' concentration on conducting work activities due to resulting in a wide array of negative psychological effects. Employees who use social media very frequently may experience negative emotions that include stress and even envy. The generation of such feeling can easily and negatively affect employees' ability to concentrate on performing work duties as required [19].

Another complicated problem that has attracted much attention is the difficulty of imposing adequate and sufficient rules for regulating using social media, especially if they are used and integrated into the organization's daily activities. Numerous organizations around the world utilize social media as an essential component of the conduction of activities and processes. Although the advantages that these practices promise are substantial, in terms of quality and quantity, preventing employees from using social media as a method of diversion is difficult. In such cases, employees would find it easy to increase their use of social media during work hours for personal purposes, and justifying such uses would be much easier, even if the largest part of what they do on social media is related to work activities. For instance, the company might assign the employee a task involving making a post on new products or offers, which would require only a few minutes, and then his/her social media activity could easily and undetectably divert toward surfing through his/her own friends' pages for an hour or even more [6].

Recommendations for Organizations Intending to Use Social Media in Their Operations

Social media can be beneficial to modern organizations if use is properly planned and implemented. Employees' undesired involvement in time-wasting use of social media is difficult to avoid, especially if social media technologies are an essential part of the tools the organization utilizes to conduct its business operations. A solution organization can implement is dividing employees responsible for using social media in their daily work activities into groups, such that a number of employees would be responsible for managing social media use within the organization, while the rest of employees have their use supervised and monitored. Actions performed by the social media management team include creating discussion threads and preventing any hedonic or any types of use that may harm job performance and productivity. Therefore, the organization's management has to establish a well-design system regulating the use of social media across the entire organization. The establishment of such systems is not only important for preventing time wasting, but also in defining the appropriate patterns of use when using social media for work-related purposes. This is an important consideration, since there is a high possibility that employees could misuse social media in work-related uses, blurring the line between personal and organizational identities, which could severely harm the organization's reputation [20].

The introduction of social media use guidelines should be in a manner that makes their mandates attached to employment contractual commitments. This would prevent inappropriate uses of social media, even if the employee's level of loyalty to the organization is low. When such restrictions are imposed, the organization can ensure that employees won't misuse social media by spending time surfing entertainment-related content or post content that delivers negative messages about the organization to the public. An organization may stipulate that such violations can result in termination of the employment contract. In addition to the importance of structuring appropriate guidelines governing social media use in the workplace, it is also of much importance to keen on updating them regularly, especially that social media are ever evolving. The aforementioned practical steps require informing employees regularly of the details of guidelines and any new changes introduced [21].

Literature Review:

Leftheriotis & Giannakos [5] examined the extent to which employees use social media for serving work purposes, the factors influencing social media use during work hours, and the extent to which using social media affects performance. This study recruited a total sample of (1799) employees working in a number of insurance companies located in Greece. The researchers adopted the survey descriptive approach, with the use of a survey as the research instrument. The study presented a number of key results, most notably the following: there is a significant positive correlation between social media use and employee

performance; both hedonic and utilitarian advantages positively impact employees' motivation toward using social media during work hours; and there is no correlation between age and the amount of social media use at work.

Moqbel et al [1] brought into focus the effect of using social media during work hours on organizational commitment, job performance, and job satisfaction. A total of (193) employees working in various organization in different sectors across the United States were recruited for the study. The researchers adopted an exploratory approach for the study, relying on using a survey as the research instrument. The main results presented by the study include the following: there is a significant positive correlation between using social media during work hours and job performance; job satisfaction mediates the relationship between social media use and job performance; and organizational commitment meditates the meditating effect of job satisfaction on the correlation between social media use and job performance.

Not all researchers discussed the effects of social media use during work hours favorably, Genden [7] was critical of the use of social media in the workplace. The main objective of this study was to investigate employees' perceptions regarding the factors and results related to the use of social media for informal learning in companies. The study sample included (13) knowledge workers employed by a number of manufacturing companies listed in the Fortune 500 list in the United States. The researcher adopted a qualitative approach for the study, which involved the reliance on a survey, personal interviews, and reviewing social media use as research instruments. The study's most prominent results include the following: study participants' level of social media use for informal learning was (moderate); and the reason for study respondents' moderate level of social media use for informal learning is that productive use of social media in workplaces is plagued with numerous negative issues, such as negative attitudes among colleagues and leadership, lack of support, low levels of awareness the benefits of using social media at work, restrictive organizational polices regarding the use of social media, and possible distractions from using social media during work hours.

North [6] investigated the nature of employees' attitudes toward the relationship between using social media and potential time-wasting during work. The study sample included (59) graduate and undergraduate students who are either full-time students/part-time employees or full-time employees/part-time students and enrolled in either Master of Information Systems and Technology or Bachelor of Information Systems and Technology in the United States. The research adopted the survey descriptive research approach, with the reliance on a questionnaire as a research instrument. The main findings demonstrated by the study include the following: the perceptions that social media are both time wasting technologies and potential liabilities received a (high) degree of responsiveness among study respondents.

Methodological Procedures of the Research

Research Methodology:

The current research has been conducted using the analytical descriptive approach which is a form of organized scientific interpretation and analysis, that is formulated to describe a specific problem or phenomenon, and accurately quantify it, and it does so by gathering, analyzing, and studying data and particular information about a certain problem or phenomenon with finesse.

Statistical Methods:

According to the research nature and the target it desires to achieve, data was analyzed by using statistical package for social science (SPSS), and results were reached according to the following statistical methods:

- Using frequencies and percentages were used in order to describe the study respondents, and calculate and compute their responses toward all phrases included by the study's instrument.

- Arithmetic means were used to organize and arrange study individuals' responses.

- Pearson's correlation coefficient was used to ensure the validity of instrument's internal consistency.

- Cronbach's alpha was used as a reliability coefficient to measure the instrument's reliability.

- The median formula: this formula was used to help describe the arithmetic mean for the responses to each phrase as follows:

- From 1 to less than 1.80 resembles a (very weak) response.

- From 1.80 to less than 2.60 resembles a (weak) response.

- From 2.60 to less than 3.40 resembles a (medium) response .

- From 3.40 to less than 4.20 resembles a (high) response.

- From 4.20 to less than 5 resembles a (very high) response

- Independent samples test was used to identify any statistical differences in accordance to the (Gender) variable.

- One way ANOVA was used to identify any statistical differences in accordance to the following variables (Educational Qualification, Years of Experience) .

- (Kruskal-Wallis) test was used to identify the direction of any found or identified statistical differences.

Research Population and Sample:

The current study population includes (15) of the employees who work at the Saudi Telecom Company (STC). The sample consisted of (15) respondents who represent the study population

Statistical Analysis:

Frequencies and percentages of sample respondents were calculated and computed in accordance to the following variables (Educational Qualification, Gender, and Years of Experience).

1- Distribution of sample respondents in accordance to the (Gender) variable:

Table (1) distribution of sample respondents in accordance to the (Gender) variable

s	Gender	Frequency	Percentage
1	Male	10	66.7%
2	Female	5	33.3%
Total		15	100.0%

Table (1) indicates that (%66.7) of sample respondents are males, while (%33.3) of sample respondents are females.

2- Distribution of sample respondents in accordance to the (Educational Qualification) variable:

Table (2) distribution of sample respondents in accordance to (Educational Qualification) variable

s	Educational Qualification	Frequency	Percentage
1	Bachelor's Degree	12	80.0%
2	Diploma of Education	2	13.3%
3	Postgraduate Degree	1	6.7%
Total		15	100.0%

Table (2) indicates that (%80.0) of sample respondents have a Bachelor's Degree, (%13.3) of sample respondents have a Diploma of Education, while only (%6.7) of sample respondents have a Postgraduate Degree.

3- Distribution of sample respondents in accordance to (Years of Experience) variable:

Table (3) distribution of sample respondents in accordance to the (Years of Experience) variable

s	Years of Experience	Frequency	Percentage
1	Less than 5 years	3	20.0%
2	5 to less than 10 years	5	33.3%

s	Years of Experience	Frequency	Percentage
3	10 years and above	7	46.7%
	Total	15	100.0%

Table (3) indicates that (%20.0) of sample respondents have less than 5 years of experience, (%33.3) of sample respondents have 5 to less than 10 years of experience, while (%46.7) of sample respondents have 10 years of experience and above.

Instrument:

Upon review of the educational literature, and research subject-related literature review, the researcher has established and developed a questionnaire in order to identify the reasons for using social media by STC employees during working hours, and to also detect the most significant negative effects of using social media by employees from their standpoint.

Description of study's instrument (the questionnaire):

The finalized questionnaire included two main sections:

First section: includes sample respondents' primary data, which was (Gender, Educational Qualification, Years of Experience).

Second section: includes the questionnaire's axes, as the finalized questionnaire consisted of (20) phrases, distributed over two main axes as follows:

First axis: "Reasons for using social media by employees during working hours" includes (10) phrases.

Second axis: "Negative effects of using social media by employees during working hours" includes (10) phrases.

Likert 5-point scale (Very Often-Often-Sometimes-Slightly-Seldom). And (Strongly disagree-Disagree- Neutral- Agree- Strongly agree), to help identify the reasons for using social media by STC employees during working hours, and to also detect the most significant negative effects of using social media by employees during working hours from their standpoint.

Validity of the instrument:

1. **Validity of the instrument's internal consistency:**

a) Validity of the axes' internal consistency

internal consistency has been calculated and computed in accordance to sample respondents' responses using Pearson correlation coefficient, between each phrase and each questionnaire's axis' total score to which the phrase belongs, as indicated in table (4):

Table (4) Pearson correlation coefficient, between each phrase and each questionnaire's axis' total score to which the phrase belongs

First axis "Reasons for using social media by employees during working hours"					
Phrase number	Correlation coefficient	Phrase number	Correlation coefficient	Phrase number	Correlation coefficient
1	.909**	5	.732**	9	.867**
2	.809**	6	.927**	10	.532*
3	.919**	7	.840**		
4	.891**	8	.915**		
Second axis "Negative effects of using social media by employees during working hours"					
1	.566*	5	.603*	9	.772**
2	.727**	6	.844**	10	.754**
3	.596*	7	.701**		
4	.807**	8	.849**		

**Statistically significant at the (0.01) level

*Statistically significant at the (0.05) level

Table (4) indicates that the correlation coefficients of each questionnaire's axis' total score to which the phrase belongs were all statistically significant at the (0.01) level, the values of the first axis " Reasons for using social media by employees during working hours" correlation coefficients were all high, ranging between (.927** - .532*), while the correlation coefficients of the second axis " Negative effects of using social media by employees during working hours" ranged between (.849**-.566*). This confirms the validity of internal consistency for the questionnaire axes' phrases.

b) **Construct validity of the questionnaire's axes:**

The construct validity of the questionnaire's axes has been verified and authenticated by finding correlation coefficients between each axis' total score and the entire questionnaire, the results indicate the following:

Table (5) Correlation coefficients between each axis' total score and the entire questionnaire

s	Axis	Correlation coefficient
1	First axis "Reasons for using social media by employees during working hours"	.916**
2	Second axis "Negative effects of using social media by employees during working hours"	.561*

**Statistically significant at the (0.01) level.

*Statistically significant at the (0.05) level.

Table (5) indicates that the values of all correlation coefficients of the questionnaire axis' total score were average, ranging between (.916**-.561*), and they were all statistically significant at the (0.01) level. This confirms the construct validity for the questionnaire's axes

Table (6) Cronbach's alpha correlation coefficients for the questionnaire's axes

s	Axis	Phrase number	Cronbach's alpha
1	First axis: "Reasons for using social media by employees during working hours"	10	.710
2	Second axis: "Negative effects of using social media by employees during working hours"	10	.891
	Total	20	.750

Table (6) indicates that the values of the questionnaire's axes reliability coefficients were all high, ranging between (.891-.710), and the value of the questionnaire's axes total reliability coefficient was (.750). These values refer to the validity of the questionnaire, and also confirm that the questionnaire could ultimately be used and trusted.

Results and Discussion:

- **Discussion and Presentation of Question number 1: "What are the reasons for using social media by employees during working hours?"**

The arithmetic mean and standard deviation have been both calculated for each phrase of the questionnaire's first axis " Reasons for using social media by employees during working hours" in order to help answer this question. The phrases were then re-arranged in descending order in accordance to the arithmetic mean, as table (7) indicates:

Table(7) Frequencies, percentages, arithmetic means, and standard deviations for sample respondents' responses to "Reasons for using social media by employees during working hours"

N	Phrase		Response rate					Arithmetic mean	Standard deviation	Phrase order	Response rate
			Seldom	Slightly	Some times	often	Very often				
1	I use social media to send video clips to my friends and colleagues	F	3	2	1	6	3	3.27	1.486	6	Medium
		%	20.0	13.3	6.7	40.0	20.0				
2	I use social media in order to polarize those who benefit from the company's services.	F	1	6	5	0.0	3	2.87	1.246	10	Medium
		%	6.7	40.0	33.3	0.0	20.0				
3	I use social media as a mean to display the company's products and services.	F	2	3	2	6	2	3.20	1.320	8	Medium
		%	13.3	20.0	13.3	40.0	13.3				
4	I use social media as a mean to display the company's products and services.	F	3	1	3	4	4	3.33	1.496	5	Medium
		%	20.0	6.7	20.0	26.7	26.7				
5	I use social media to provide users with proper guidance and directions so that they can benefit from the company's services.	F	1	5	3	4	2	3.07	1.223	9	Medium
		%	6.7	33.3	20.0	26.7	13.3				
6	I use social media for marketing purposes.	F	2	3	1	5	4	3.40	1.454	4	High
		%	13.3	20.0	6.7	33.3	26.7				
7	I use social media to pass information about the company's services to my old and current friends.	F	1	2	6	2	4	3.40	1.242	3	High
		%	6.7	13.3	40.0	13.3	26.7				
8	I use social media to continuously present to the masses the company's objectives and vision.	F	3	2	1	6	3	3.27	1.486	7	Medium
		%	20.0	13.3	6.7	40.0	20.0				
9	I use social media to hang out, and kill time instead of getting bored at work.	F	3	1	2	4	5	3.47	1.552	2	High
		%	20.0	6.7	13.3	26.7	33.3				

N	Phrase		Response rate					Arithmetic mean	Standard deviation	Phrase order	Response rate
			Seldom	Slightly	Some times	often	Very often				
10	I use social media to monitor suggestions and comments made by those who benefit from the company's services, in order to improve the quality of these services.	F	0.0	0.0	3	11	1	3.87	.516	1	High
		%	0.0	0.0	20.0	73.3	6.7				
Total score of the first axis "Reasons for using social media by employees during working hours"								3.42	.868	---	High

Table (7) indicates that the response rate of the first axis " Reasons for using social media by employees during working hours" was (high) from the sample respondents' standpoint, with an arithmetic mean of (3.42), and a standard deviation of (.868). The values of the standard deviations of the first axis' phrases were low at (1.552-1.223). This clearly shows how coherent and consistent sample respondents' opinions about these phrases were.

On the other hand, the value of the standard deviation of phrase number (10) in the first axis was high at (.516). This clearly shows how divergent sample respondents' opinions about these phrases were.

Phrase number (10) (I use social media to monitor suggestions and comments made by those who benefit from the company's services, in order to improve the quality of these services) came in first position with an arithmetic mean of (3.87), and a standard deviation of (.516). Phrase number (9) (I use social media to hang out, and kill time instead of getting bored at work) with an arithmetic mean of (3.47), and a standard deviation of (1.552). Phrase number (2) (I use social media in order to polarize those who benefit from the company's services) came in last position with an arithmetic mean of (2.87), and a standard deviation of (1.246). Response rates of the other first axis' phrases ranged between medium and high. The researcher believes that the reason why the response rate of the first axis " Reasons for using social media by employees during working hours" was (high) might have been attributed to the frequent use of social media by STC employees for either personal, or marketing and advertising purposes, and to responding to clients' questions and inquiries, which increased the degree of utilization by sample respondents.

This result completely differs from the results of a study conducted by Genden (7), which indicated that the degree of utilizations of social media for informal learning by sample respondents was (medium).

- **Discussion and Presentation of Question number 2: "What are the negative effects of using social media by employees during working hours?"**

The arithmetic mean and standard deviation have been both calculated for each phrase of the questionnaire's first axis " Negative effects of using social media by employees during working hours" in order to help answer this question. The phrases were then re-arranged in descending order in accordance to the arithmetic mean, as table (8) indicates:

Table (8) Frequencies, percentages, arithmetic means, and standard deviations for sample respondents' responses to "Negative effects of using social media by employees during working hours"

| N | Phrase | | Response rate | | | | | Arithmetic mean | Standard deviation | Phrase order | Response rate |
			Strongly disagree	Disagree	Neutral	Agree	Strongly agree				
1	Excessive use of social media increases the levels of social isolation for users.	F	0.0	0.0	2	5	8	4.40	.737	7	Very high
		%	0.0	0.0	13.3	33.3	53.3				
2	Excessive use of social media puts employees in a position where they could face administrative problems and issues.	F	0.0	1	3	7	4	3.93	.884	10	high
		%	0.0	6.7	20.0	46.7	26.7				
3	Excessive use of social media affects the future of employees' careers.	F	0.0	0.0	1	6	8	4.47	.640	4	Very high
		%	0.0	0.0	6.7	40.0	53.3				
4	Excessive use of social media highly affects family ties.	F	0.0	0.0	1	2	12	4.73	.594	1	Very high
		%	0.0	0.0	6.7	13.3	80.0				
5	Excessive use of social media leads to employees wasting time at work, therefore diminishing their job performance.	F	0.0	0.0	2	3	10	4.53	.743	3	Very high
		%	0.0	0.0	13.3	20.0	66.7				
6	Delay in responding to clients sometimes.	F	0.0	1	0.0	5	9	4.47	.834	5	Very high
		%	0.0	6.7	0.0	33.3	60.0				
7	The possibility of getting their personal accounts and profiles hacked, and their privacy invaded.	F	0.0	0.0	1	5	9	4.53	.640	2	Very high
		%	0.0	0.0	6.7	33.3	60.0				
8	The fact that users are presented with lies, false news and various	F	0.0	1	1	4	9	4.40	.910	8	Very high
		%	0.0	6.7	6.7	26.7	60.0				

N	Phrase	Response rate						Arithmetic mean	Standard deviation	Phrase order	Response rate
			Strongly disagree	Disagree	Neutral	Agree	Strongly agree				
	rumors from unreliable sources.										
9	The possibility of direct, and face-to-face communication with clients being drastically reduced.	F	0.0	0.0	2	5	8	4.40	.737	6	Very high
		%	0.0	0.0	13.3	33.3	53.3				
10	Sharing information that might cause a threat to some users.	F	0.0	1	1	7	6	4.20	.862	9	High
		%	0.0	6.7	6.7	46.7	40.0				
Total score of the second axis "Negative effects of using social media by employees during working hours"								4.51	.422	---	Very high

Table (8) indicates that the response rate of the second axis " Negative effects of using social media by employees during working hours" was (very high) from the sample respondents' standpoint, with an arithmetic mean of (4.51), and a standard deviation of (.422). The values of the standard deviations of the first axis' phrases were low at (.910-.594). This clearly shows how coherent and consistent sample respondents' opinions about these phrases were.

Phrase number (4) (Excessive use of social media highly affects family ties) came in first position with an arithmetic mean of (4.73), and a standard deviation of (.594). Phrase number (7) (The possibility of getting their personal accounts and profiles hacked, and their privacy invaded) came in second position with an arithmetic mean of (4.53), and a standard deviation of (.640). Phrase number (2) (Excessive use of social media puts employees in a position where they could face administrative problems and issues) in last position with an arithmetic mean of (3.93), and a standard deviation of (.884). Response rates of the other second axis' phrases ranged between high and very high.

The researcher believes that the reason why the response rate of the second axis " Negative effects of using social media by employees during working hours" was (high) might have been attributed to the fact that most sample respondents realized the negative traits of using social media during working hours in comparison with its positive traits and beneficial characteristics.

This result is totally compatible with the results of another study conducted by Cao et al [14], which indicated that there are negative perceptions adopted by sample respondents regarding using the social media (On-Board) system during working hours. It also indicated that the reason for adopting such negative perceptions about using this social media system within the study, might have stemmed from the fact that sample respondents felt quite isolated, disappointed, and discontented about using the system.

This result also confirms the results of another study conducted by North [6], which indicated that the perceptions about social media technology being time-consuming and potentially hampering had a (high) response rate, from the sample respondents' standpoint.

- **Differences in accordance to the (Gender) variable:**

In order to detect any differences between the responses of sample respondents to questionnaire's axes, and total score in accordance to the (Gender) variable, the researcher applied an "Independent Samples Test", to help identify the significance of the differences in the responses of sample respondents in accordance to the (Gender) variable, as indicated in table (9).

Table (9)

Axis	Gender	n	Arithmetic mean	Standard deviation	Degrees of freedom	t	Significance
First axis "Reasons for using social media by employees during working hours "	male	10	3.69	.884	13	1.844	.088
	female	5	2.88	.576			
Second axis "Negative effects of using social media by employees during working hours"	male	10	4.39	.433	13	-1.597	.134
	female	5	4.74	.313			
Total score	male	10	4.04	.572	13	.804	.436
	female	5	3.81	.386			

"Independent Samples Test" results to detect any differences in the responses of sample respondents to the questionnaire's axes and total score in accordance to the Gender variable

Table (9) indicates the following:

The in accordance to the (Gender) variable. table (9) indicates there are no statistically significant differences at the (0.05) level, from the sample respondents' standpoint about the first axis and the second axis "Reasons for using social media by employees during working hours" and " Negative effects of using social media by employees during working hours", Respectively in, as such there are no statistically significant differences at the (0.05) level, from the sample respondents' standpoint about the questionnaire total score.

The reason behind reaching such indications might have been attributed to the fact that most sample respondents have convergent levels of knowledge about the degree of using social media during working

hours, along with the fact that sample respondents realize the same negative traits of using social media during working hours, and that is from the researcher's standpoint. This has eventually made sample respondents' responses to the questionnaire's axes and its total score seem comparable.

This result also confirms the results of a study conducted by Moqbel et al [1], which indicated that there are no statistically significant differences among those who participated in the current study regarding the degree of using social media, and job performance, and that is in accordance to the (Gender) variable.

- **Differences in accordance to the (Educational Qualification) variable:**

Table (10) (One Way Anova) test results to detect any differences in the responses of sample respondents to the questionnaire's axes in accordance to the (Educational Qualification) variable

Axis		Sum of squares	Degrees of freedom	Mean square	f	Significance level
First axis "Reasons for using social media by employees during working hours"	Among sets	3.115	2	1.557	2.516	.122
	Within sets	7.429	12	.619	---	
	Total	10.544	14	---	---	
Second axis "Negative effects of using social media by employees during working hours"	Among sets	.113	2	.056	.284	.757
	Within sets	2.377	12	.198	---	
	Total	2.489	14	---	---	
Total score	Among sets	.637	2	.318	1.238	.324
	Within sets	3.086	12	.257	---	
	Total	3.722	14	---	---	

Table (10) indicates the following:

in accordance to the (Educational Qualification) variable. Table (10) indicates there are no statistically significant differences at the (0.05) level, from the sample respondents' standpoint about the first axis and the second axis "Reasons for using social media by employees during working hours" and " Negative effects of using social media by employees during working hours", Respectively in, as such there are no statistically significant differences at the (0.05) level, from the sample respondents' standpoint about the questionnaire total score.

The researcher believes that the reason behind reaching such indications might have been attributed to the frequent use of social media to meet various personal needs or work requirements of the majority of sample respondents, in spite of the differences in their educational qualifications. This has eventually made sample respondents' responses to the questionnaire's axes and its total score seem comparable.

- **Differences in accordance to the (Years of Experience) variable:**

Table(11)

(One Way Anova) test results to detect any differences in the responses of sample respondents to the questionnaire's axes in accordance to the (Years of Experience) variable

Axis		Sum of squares	degrees of freedom	Mean square	f	Significance level
First axis "Reasons for using social media by employees during working hours"	Among sets	.177	2	.088	.102	.904
	Within sets	10.367	12	.864	---	
	Total	10.544	14	---	---	
Second axis "Negative effects of using social media by employees during working hours"	Among sets	.034	2	.017	.082	.922
	Within sets	2.456	12	.205	---	
	Total	2.489	14	---	---	
Total score	Among sets	.062	2	.031	.102	.904
	Within sets	3.660	12	.305	---	
	Total	3.722	14	---	---	

Table (11) indicates the following:

In accordance to the (Years of Experience) variable. Table (11) indicates there are no statistically significant differences at the (0.05) level, from the sample respondents' standpoint about the first axis and the second axis "Reasons for using social media by employees during working hours" and " Negative effects of using social media by employees during working hours", Respectively in, as such there are no statistically significant differences at the (0.05) level, from the sample respondents' standpoint about the questionnaire total score.

The researcher believes that the reason behind reaching such indications might have been attributed to the fact that sample respondents are highly engaged and involved in their work, which gained them comparable experiences, despite the fact that they have different years of experience. This has eventually made sample respondents' responses to the questionnaire's axes and its total score seem comparable.

This result also confirms the results of a study conducted by Genden (7), which indicated that there are no statistically significant differences in accordance to the (Years of Experience) variable amongst the sample respondents in regard to the degree of using social media for less experienced employees.

Summary of Results:

1- The response rate of the first axis "Reasons for using social media by employees during working hours" was (high), from the sample respondents' standpoint.

2- The response rate of the second axis "Negative effects of using social media by employees during working hours" was (very high), from the sample respondents' standpoint

3- There are no statistically significant differences from the sample respondents' standpoint about the questionnaire total score, in accordance to the (Gender) variable.

4- There are no statistically significant differences from the sample respondents' standpoint about the questionnaire total score, in accordance to the (Educational Qualification) variable.

5- There are no statistically significant differences from the sample respondents' standpoint about the questionnaire total score, in accordance to the (Years of Experience) variable.

Research Recommendations:

1- It is necessary to codify the use of social media at work in order to minimize waste of time, and accomplish the desired administrative objectives.

2- It is necessary to establish a highly trained and dedicated team who enjoy great levels of competence, in order for them to professionally handle different social media websites, for marketing and customer service purposes.

3- It is important to organize more training courses to help Saudi Telecom Company employees acquire the required skills to appropriately use social media in a more efficient and effective way, in order to accomplish the objectives set by the company.

4- It is essential to provide the Saudi Telecom Company with an adequate budget to create the most suitable atmosphere for the company, in accordance with total quality standards, so that social media can be utilized to achieve higher competitive advantage.

5- It is essential to evaluate, monitor, and assess the performance of the Saudi Telecom Company's employees, and also hold employees accountable for wasting time in case they use social media websites at work.

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استخدام وسائل التواصل الاجتماعي بواسطة الموظفين خلال ساعات العمل
- دراسة حالة: موظفو شركة الاتصالات السعودية

الملخص: هدفت هذه الدراسة إلى دراسة أسباب استخدام وسائل التواصل الاجتماعي من قبل موظفي شركة الاتصالات السعودية "STC" خلال ساعات العمل، والكشف عن أبرز الآثار السلبية الناتجة عن استخدام وسائل التواصل الاجتماعي أثناء ساعات العمل، من وجهة نظر الموظفين. والكشف عن مدى وجود فروق ذات دلالة إحصائية بين إجابات الموظفين على محاور الاستبيان، تبعاً لمتغيرات (المستوى العلمي، والجنس، وسنوات الخبرة). ولتحقيق أهداف الدراسة، فقد اعتمد الباحث على المنهج الوصفي التحليلي كمنهجٍ للبحث. واستخدم الباحث الاستبانة كأداة الدراسة الرئيسية لجمع البيانات، وقد تم توزيعها على عينة الدراسة التي بلغت (15) موظفاً من موظفي شركة الاتصالات السعودية. وقد توصل الباحث للعديد من النتائج كان أهمها وجود الكثير من أسباب استخدام وسائل التواصل الاجتماعي أثناء العمل، من وجهة نظر الموظفين، ووجود العديد من الآثار السلبية لاستخدام وسائل التواصل الاجتماعي أثناء العمل، من وجهة نظر الموظفين، وقد سجلت مستوى عالٍ جداً.

الكلمات المفتاحية: وسائل التواصل الاجتماعي، أداء العمل، شركة الاتصالات السعودية، الموظفين، ساعات العمل.