

CAPITAL UNIVERSITY OF SCIENCE AND
TECHNOLOGY, ISLAMABAD



**Impact of Social Media on
Employee Engagement Through
Psychological Wellbeing: Climate
for Innovation as a Moderator**

by

Shaista Rehman

A thesis submitted in partial fulfillment for the
degree of Master of Science

in the

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Department of Management Sciences**

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The dissertation is dedicated to my first Love, My Lord, Allah, Who always bestowed and showered endless bounties on me. My great teacher and messenger of Allah, Muhammad (Peace Be Upon Him), who enlightened us the purpose of life. To my ever loving Parent, Khawaja Abdul Rehman and Raja Bano, my beloved husband Ahtisham Ul Hassan, children and my family. I am sincerely thankful from the core of my heart, to so many people, who directly and indirectly were the source of encouragement during my thesis work. My special thanks to no one but to my supervisor Dr. Raza Naqvi unequivocally, not only for the remarkable academic support, but also for showing me multiple dimensions of the thesis work. Alike, wholehearted thanks for my family, since they have been an extraordinary supportive. I am particularly grateful to my husband for his consistent support and faith in my hard work, and for his support this would not have been possible for me to achieve this milestone. Last but not the least, my special gratitude, love, and thanks to my sweet angels, Zain and Zaeyana, for bearing all the troubles in my presence, for being there for my comfort when needed for their unconditional love and care. They are not most important, and they are the only source of my existence and my happiness in the world and I dedicated this thesis to them.



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Abstract

This study explores the Impact of Employees Social Media Usage on Employees Engagement in software houses of twin cities, Rawalpindi and Islamabad, Pakistan. The study also examines the mediating role of Employees Psychological Well-being among these two variables and moderating role of Climate for Innovation. The study was conducted using the sample size of 260 on employees of Ten Software Houses situated in Rawalpindi and Islamabad cities of Pakistan. Convenience sampling technique with adopted questionnaires with five-point likert scales was used. Statistical techniques were used for data analysis. Results clearly indicate that employees social media has positive and significant relationship with employees engagement. The mediating role of Employees Psychological well-being associated the relationship between employees social media usage and employees engagement was also strongly supported by the results. However, the moderating role of Climate for innovation on the relation of Employees Social Media Usage and Employees Engagement got higher support with the results. Findings suggests that promoting climate for innovation can enable innovation, creativity, productivity and efficiency among employees, and can be worked as key buffer to increase employees engagement for sustaining in competitive and turbulent environment.

Keywords: Employees social media usage, Employees psychological well-being, Employees engagement, Climate for innovation, Software houses.

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Abbreviations

CI	Climate for Innovation
EE	Employees' Engagement
PWB	Psychological Wellbeing
SM	Social Media
SMU	Social Media Usage
SWB	Subjective Wellbeing

Chapter 1

Introduction

1.1 Background

Employees' Social Media Usage is an exceptionally indispensable part of a workplace that aims to take competitive advantage of its achievement potential. Although it is difficult to classify social media, but there are few broadly customary frameworks which illustrates its exclusivity in supporting formation of client-generated content. In the last two decades, social media usage research focusing on different types of usage like in-house. Social Media Usage and outside Social Media Usage etc and it has also ventured into exploring the optimistic and pessimistic sides of employees social media usage, which make it different from conventional computer mediated communication technology like e-mailing and messaging.

Recent researchers have identified several universal affordances that what is typically expression social media. Social media is a service platform, categorized into six kinds of purposes (Kaplan & Haenlein, 2010) which include collaborative projects (Wikipedia), Social Networking Services (Facebook), Blogging and content communities (YouTube), gaming (World of Ward craft) and Virtual Social Worlds etc (Kaplan & Haenlein, 2010). It is most interactive interface of the Internet.

One such social media usage of employees', i.e. Social Media usage is the focus of this study. The etymology of the word 'Social Media' come from amalgamation of

different tools and applications. It consists of innovative technologies (Hauptmann & Steger, 2013), real time communication (Obar, Zube & Lampe, 2012), interactive interface for individuals to discuss, create and share information (Kaplan & Haenlein, 2010). Thus, it allows group of people to indulge in discussions from different demographics without visiting them physically (Obar, Zube & Lampe, 2012).

Increasing communication provides diverse knowledge source (Brodie, Ilic, Juric & Hollebeek, 2013) that can be used for organizational innovation and employee engagement (Fuller, Jawecki & Muhlbacher, 2007). Diverse community encourages knowledge sharing as different people interact together with different level of knowledge, skills, expertise and experience (Hargadon, 2004). Hence, variety of knowledge, skills and expertise permits employees to combine different solutions in a novel way (Hargadon, 2003).

An engaged employee is vigorously associated to their roles and tasks (Schaufeli & Salanova, 2007) work. According to Kahn (1992), engagement indicates mental presence of a worker while role perform. Employees' Social Media Usage can promote collaboration between employees and can improve employee engagement. Social media applications can give easy access to employees to communicate and share information with other professionals and can increase competencies of entrepreneurship, communication, and readiness for change.

Engaged employees are attentive, emotionally connected and focused (Parry & Solidoro, 2013) and they need a tool to interact with other employees for knowledge sharing, communication and engagement and social media can be used as tool to bridge the gap (Adi, 2015). Parry and Solidoro (2013) claimed using social media in day to day life such as Face book, twitter can improve engagement level because it helps employees to absorb positive energy around them.

On contrary, it is assumed that social media is source of extreme danger for organizations (Kaplan & Haenlein, 2010), blur the work and family life (Smith et al., 2011), waste organizational resources or can be reason of data leakages while

sharing things (ClearSwift, 2009). Hence, organization may experience accidentally or maliciously transfer of data and information. Employee can use it in anti-organizational activities such as campaigns and riots (Smith et al., 2011).

Consequently, organizations efficiency, performance and efficacy always suffer if organization limits employees' social media usage and it can reduce employee's devotion, enthusiasm, creativity, engagement and motivation. Employees' Social Media usage influence employees engagement, their perception and their behaviors. In addition, limited social media usage gradually gaining more attention is a big problem in any organization. Such limitations not just affect the victimized workers it can affect the whole organization and work place.

Employees' Social Media usage concept gained great admiration among researchers and they continued to contribute in the literature in different dimensions. Leonardi (2015) proposed that it should be examined that how employees approach others to inquire for knowledge and transfer of knowledge led to perception of employees about engagement and commitment in organization. Moreover, restriction on employees for social media usage may decrease self- assurance among employees. Resultantly, this may possibly direct to their lesser performance and turnover intentions, which are major problems, various organizations facing these days.

Moreover, this study discusses Employees' Psychological Well-being as mediator which directs Social Media Usage of employees to employees' engagement. Literature proved that Psychological well-being as a key indicator of numerous parts of individual observation and assessment of their lives including self-confidence, job performance, positive and negative emotions, judgments, degree of aspiration and feelings and task diligence (Winefield et al., 2012; Rathi, 2011).

An environment where employee can engage himself through social media can affects approach of employees, emotional cognition and their observation, which further direct them to regulate their performance and productivity. Therefore, it affects employees' psychological well-being directly, since when employees feel decry can shatter their psychological well-being. It reduces their capabilities, confidence and enthusiasm which eventually lead to less participation. Hence, with low psychological well-being employees alienate themselves from work, thus it can

be assumed that psychological well-being is a route, that link social media usage to employee engagement. A few studies investigated social media usage and its relationship with employee engagement, yet there is a scope to conduct extensive research with perspective of psychological wellbeing as mediator between these two variables.

Recently many organizations are facing issues like reduce in employees' obligation, inspiration, psychological wellbeing, work engagement (Mehta & Maheshwari, 2014). Therefore, it seems necessary to figure out the causes and solutions of these issues, since low psychological well-being among employees lead to work engagement which is significantly associated with the psychological wellbeing and one's capabilities (Landry & Vandenberghe, 2009). It reasons serious consequences not merely to organization but its resources.

In addition to this, the dissertation also established a framework to study climate for innovation' as moderator that draws a comprehensive connection of social media usage and psychological well-being. Conferring the past literature, it also figures out its dynamic role for providing a platform for employees to produce innovative and creative results in a group and shaping their behavior, believes and values (Eisenbeiss, Knippenberg & Boerner, 2008).

This study is conducted in private sector of Pakistan particularly Software houses of Rawalpindi and Islamabad. Furthermore, it has opened new prospects in the field of academia to study the social media usage and behavior of employees worldwide. Pakistan is considered to be a Collectivist culture where people works in clusters, share feelings and workload. Therefore, it symbolizes that social media usage has more control over employees in high collectivist cultures like Pakistan, since climate for innovation plays a significant role to mitigate the negative effects of social media usage, so there is high possibility of high work engagement. Literature demonstrates that Employees' Social Media Usage is one of the very essential aspects that affect employees' engagement because relationship between Employees' Social Media Usage and employee engagement is the core component that can either lead organization towards success or can lead organization towards failure.

In the context of Pakistan there are hardly a few studies found that discuss employees' social media usage and its relationship with employees engagement. Therefore, the underlined research is an effort to concentrate on the undeviating rapport of employees' social media usage and employee engagement, besides that employees' psychological well-being is deemed to mediate this relationship and climate for innovation significantly moderates the relationship. The framework of the study is designed on the Private Sector of Pakistan where employees are directed by their managers. Therefore, this study is initiated to establish policies to figure out the prime causes of employees' social media usage and its impact on employees' engagement and endorse potential solutions to such issues in private sector organizations.

1.2 Gap Analysis

In last few decades, several organization are spending large sum and resources for trainings, information and knowledge acquisition of employees because it can lead organization toward success but still there are many organizations and employers who fear with innovation and believe in conventional means and structure. Literature gives various reasons for such kinds of behaviors e.g. famous study by Bandura (1977), 'Social Cognitive Theory (SCT)' identified employee's feelings, emotions, desires, knowledge acquisitions, well-being, experiences and outside media influence. Now it is required to identify the mediating factor that leads Social Media usage to have impact on employee engagement. This study discusses employee's psychological well-being as a mediator for such relationship because employees' behaviors are affected by it.

The existing literature on employee engagement address different dimensions of employee engagement but literature is silent about mechanism which compels employees to demonstrate employee engagement. Few researchers have already established that usage of social media has positive relationship with employee engagement (Parry & Solidoro, 2013). Qualitative researches reveal that social media usage impact on employee (Grieve & Kemp, 2015) whereas quantitative

studies researchers argued that social media like Facebook does not impact people value, feeling of happiness (Simoncic, Kuhlman, Vargas, Houchins, Lopes & Duran, 2014). Hence, the primary purpose of existing study is to fill this gap by developing mechanism through which employee engagement enhance in organizations.

The previous researches imply that employees' social media usage indicates various negative results like low academic performance. However, some researchers argue that social media has significant impact on the employee engagement and psychological wellbeing. However, impact of social media usage is tested in academic institutions, but it is not tested in IT sector yet with employee psychological wellbeing before. Current literature fails to explain the exact mechanism via which employees psychological wellbeing affects employee engagement. Employees Social Media usage is an old concept in US and western countries, but very limited work has done on it in Pakistan.

Further, the studies on employees' social media usage, all variables are typically used in western context. Pakistan as its far an underdeveloped country where employees may be fear of using social media during their official hours due to job loss fear. Its far novel idea because no painting done on this assemble formerly in Pakistani context as examine to western international locations.

In the past, there are very few studies that discuss employees' social media usage impact on employee's behaviors and reaction. Most of the studies are about its pros and cons and impacts at work place. But almost none have discussed the psychological impact of employees' social media usage, so this study will discuss behavioral outcomes of social media usage with the mediating variable employees' psychological well-being that has its direct impact, and which further lead to employee engagement. Therefore, in past studies couple of researchers has test the Social Media Usage and its association with Employee Engagement however an extensive model illustrates different potential variables that have never been tested before. This integrative model of different variables is expected to aid organization to deal with social media usage which can be either positive or negative and leads to organizations' success or failure. This dissertation is considered to help

organization to handle with such colossal troubles like employees' work engagement, dedication and devotion and turn out etc. Since organizations' are deemed to deal with these issues by providing and encouraging climate for innovation. The underlined study will assist companies and practitioners to deal with these destructive problems related to Employees' Social Media usage and its association with employee engagement.

1.3 Research Questions

The study will intend to investigate following questions based on above problem statement:

1. What is the impact of Employees' Social Media Usage on Employee Engagement?
2. Does Employees' Psychological well-being mediates the relationship of Employees' Social Media Usage with Employee Engagement?
3. Does Climate for innovation moderates the relationship between Employees' Social Media Usage and Employee Engagement?

1.4 Problem Statement

Management researchers have been trying to study the different outcomes of employees Social Media usage and different outcomes have been reported so far, but the moderating effect of Climate for Innovation has not been conceded yet. Therefore, there is strong potential to conduct more studies on Climate of Innovation in this domain. Employee Engagement is one of the outcomes of Employees' Social Media Usage, but not much attention is paid to this relationship especially in Pakistan in the past. A substantial gap is felt in studying not only the Employees' Social Media Usage–Employee Engagement relationship, but also potential mediators and moderators of this relation in order to demystify this equation. This

study includes Employees' Psychological Well Being as a possible mediator, which bridges the impact of Employees' Social Media Usage and Employee Engagement. Furthermore, Climate for Innovation is being included as a potential moderator since this variable in the primary relationship in question here has not been added. Like other Human Resource Management issues, study on social media usage and employee engagement is comparatively novel and new. Social Media Usage can impact on various outcomes and employee engagement can be one of it, however various mechanisms which have been experienced verily in present literature. We find controversial issues in literature where qualitative researches reveal that social media usage impact on employee engagement, human value (Grieve & Kemp, 2015) and it increases extraversion, emotional stability and openness to experience whereas quantitative studies researchers argued that social media like Face book does not impact people value, feeling of happiness (Simoncic, Kuhlman, Vargas, Houchins, & Lopes, Duran, 2014). Therefore, more quantitative studies are found in academic institutions instead of IT industry where turnover is relatively high and there is need to engage employees to low their turn over. Moreover, we find limited studies in which role of climate for innovation have been tested as moderator when psychological wellbeing acts as mediating mechanism between one important dimension of wellbeing. In addition, main focus of studies remained U.S and western context and we find limited studies in psychological wellbeing, climate for innovation, employee engagement relationship in context like Pakistan.

1.5 Significance of the Research

Generally the foremost objective of this dissertation is to establish an inclusive framework to figure out the impact of Employees Social Media Usage and its association with employee engagement, which routes through psychological wellbeing as mediator. It also discovers that Climate for Innovation moderate the association of Employees' Social Media Usage with Employee engagement. Therefore this study intends to meet following objectives:

1. To demonstrate the effects of Social Media Usage and its association with employee engagement route through the mediating role of psychological well-being.
2. To illuminate the moderating role of Climate for Innovation' between the direct relationship of Social Media Usage with Employee Engagement.

The present study is unique and novel as it attempts to present a novel perspective on the social media usage and employee engagement by examining the influence of social media usage on employee engagement by creating climate for innovation and psychological wellbeing .

It is argued that usage of social media increases psychological wellbeing and psychological wellbeing increases employee engagement. On the basis of a comprehensive review of existing literature it is first claiming that psychological wellbeing mediates the relationship between social media usage and employee engagement. It is also asserted that climate for innovation as moderating role between social media usage and employee engagement also positively increased employee engagement. It is also less studied in literature generally and not found even a study especially in Pakistan that climate for innovation positively strengthens the relationship between social media usage and employee engagement. This study also fills this gap that climate for innovation moderates the relationship between social media usage and employee engagement.

A comprehensive model based on antecedent and consequences of employee engagement is badly needed that is required to be conduct. Therefore the present study aim to develop and test such model to provide a clear understanding of antecedent and consequences of employee engagement, especially when usage of social media is neglected.

The potential contribution of this study is to shed a spot light on another perspective of employee engagement that how social media can influence employee engagement by providing climate for innovation especially in software houses. Moreover, till date studies are carried out generally about social media usage for learning and development of students in educational sector. However, no study has been

done in Pakistani context to test the theory and implications of social media usage to compare and analyze its impact in IT industry. In addition, there is a lack of empirical studies examining the use of Social Media usage and its impact on employee engagement.

1.6 Definitions of Study Variables

1.6.1 Social Media Usage

Kalpan & Haenlein (2010) defines “Social media is a collection of interactive interface, which permits its users to generate and exchange customer-oriented content through internet”. However, social media usage refers to the total time spent on social interactive websites at work place or home.

1.6.2 Employee Engagement

Richman (2006) defined engagement refers as employees behavior, commitment, devotion and dedication towards organization productivity, profitability and performance.

1.6.3 Psychological Well-Being

Psychological Well Being refers to hedonic and eudemonic conceptualization of well-being which include life satisfaction and mental health (Wissing and Van Eeden's, 2002).

1.6.4 Climate for Innovation

Climate for Innovation is defined as a joint perceptual set concerning organizational practices, policies and procedures that identifies, establishes and defines the values of organization through socialization and interaction in groups and helps to engage employees (Kuenzi & Schminke, 2009).

1.7 Supporting Theory

Various studies and theories were used to underpin the concept of Employees' Social Media Usage and Employee Engagement but Social Cognitive Theory by Bandura (1977) can cover all the variables of the present study.

The study takes Social Cognitive Theory (SCT) by Bandura (1977) as the foundational theory to explain the relationship between study variables. SCT theory predicts that individuals who fulfill their psychological needs of "feeling, emotion and desire" will experience knowledge acquisition through social interactions, experiences and media influence. If we relate this theory to this model, social media usage that creates a positive work engagement. Therefore, under such conditions, the Psychological wellbeing (need, desire and feelings) of employees will be increased (Bandura, 2001). In other words, employees will face a restoration of a psychological resource which is taken as psychological wellbeing in the current study. Subsequently, employees will have more power giving rise to a feeling of empowerment and engagement will increase. The employees will work with devotion and perform all tasks and will exhibit organization citizenship behavior (Bandura, 1986).

According to social cognitive theory, human mind is capable of many features and can create, react and proactive. Positive psychology ways two dimensions and mechanism of human function, in which first is basic mechanism and second involve in human growth, progress and transformation. In this context, human being are interdependent in social system and societal subsystems. This psychological system is influenced by social culture. People learn new things from their environment and they get desired results (Bandura 1986). Therefore, social culture is not the key indicator to impact on human behavior. Human behaviors are interlinked with rewards and punishment. The social cognitive theory explicit that self-motivation can govern through psychological wellbeing when employees know that their mental health, distress is overcome by their social interaction. It will increase their performance, self-guidance and self-reliance (Bandura 1986). Social cognitive theory highlights the motivational affects which are used to produce their

outcomes on employees' workplace life. Social cognitive theory uses psychological mechanisms to reflect social cultural impacts and behavioral impacts (Bandura, 2001).

Change climate can play vital role in influencing people and increasing their creativity. Rapid change in technology and information influence on employees' engagement, productivity and efficiency and efficacy. In past, employees were learning new things through traditional means in their life time. Yet, modern workplaces provide a room for self-development through number of options to cultivate multiple competencies (Bandura, 2001). Human beings cannot stay alone and learn new things by socially interdependent attempt and coordination with other. If people pool their resources and coordinate with each other than it will result in high employee engagement (Bandura, 2001). For better results, diverse groups with diverse interest can be merged together (Bandura, 2001).

1.8 Report Structure

The study consists of five parts. The first part, gives the in-depth introduction of the whole research. The introductory part covers overview, background of the study, problem statement, gap analysis, underpinning theory, research questions, and explanation of all stated variables. Second chapter illustrates in depth literature support through literature review for the theoretical framework and hypothesis development. Likewise, the third portion contains research methodology, measures taken for data description and processing. Fourth part of the report demonstrates results discussions. The Last part of the report reveals conclusion, research limitations and implications.

Chapter 2

Literature Review

2.1 Theoretical Background

This chapter illustrates the theoretical background related to the Employees' Social Media Usage, Employee Engagement, Employees' Psychological Well-being, Climate of Innovation, and the relationship among these variables. The study reports Employees' Psychological Well-being that mediates the route through Employee' Social Media Usage and employee engagement, and climate of innovation as moderator. An extensive literature analysis is done for literature support to construct theoretical foundation to create the hypotheses which validate the relationships of all variables.

2.1.1 Employees' Social Media Usage

The notion of Social Media Usage is originated in 21st century when all the social media applications and network technologies were coined by Web 2.0 (o'Reilly, 2005), a software platform which initiated technology and Enterprise 2.0 (McAfee, 2006), highlights the social facet of emerging technologies and transposable by Web 2.0 (Dabbagh & Reo, 2011). Social media is package of applications, services, and systems which permits users to generate and distribute information (Junco, 2014). Moreover, at low cost, it enables billions of people to engage and communicate each together (Reichwald & Piller, 2009). Social Media is package of innovative

technologies with cost effective and real time communication (Hauptmann & Steger, 2013), and interactive interface where employees seek and share knowledge and information (Kaplan & Haenlein, 2010). Thus, it allows group of people to indulge in discussions from different demographics without visiting them physically (Obar, Zube & Lampe, 2012).

Social media tools include Facebook, Youtube, Flickr, LinkedIn, Google Apps (Dabbagh & Reo, 2011). In addition, other examples of social media are blogs, wikis, professional and networking sites (Kaplan & Haenlein, 2010). Though, earlier to this many other ways are adopted to interact with individuals and organizations such as emails and texting. But Edosomwan et al. (2011) exemplifies that year 2000 was boom period for social media usage when individuals with same interest in music, information, education and social networking get connected through social media.

According to Sverdlov (2012) social media usage is increasing in US and European Youth and 86% and 79% respectively. Usage of social media is drastically increased after 2007 which reduced the generation gap (Dabbagh & Kitsantas, 2012).

Furthermore, many studies have conducted which illustrates the benefits of Social Media in academia and workplace. Dabbagh and Kitsantas (2012) claims that social media usage can contribute in knowledge creation, innovation and attainments and accomplishments. Baird & Fisher (2005) believes that individuals are familiar with advantages and disadvantages of social media and have potential to exploit it to create erudition lane. However, Gerlich, Browning and Westermann (2010) suggest that built in tools of social media can provide content delivery to students for their commitment and engagement and it will differentiate it from traditional mode of teaching.

Social media offers unique resourceful virtual workplace (Bughin & Chui, 2011) to share and communicate (Hauptmann, 2012) knowledge and information with large and diverse audience (Mount & Martinez, 2014). Vast communication gives varied knowledge (Brodie et al., 2013) and can employ for creativity and innovation (Fuller et al., 2007). West (2009) suggested that employees' motivation, learning and self-efficacy is an outcome of employees social media usage.

Employees' social media usage persuade information, knowledge and skills and provides a novel idea in a difficult situation (Harggaddon, 2003). Thus, organizations can take major market share if they align their internal systems with social media tools (Bretschneider & Mergel, 2010).

Moreover literature proposes that employees' social media usage is no more work distraction rather an influential tool to increase employee engagement, knowledge, productivity, coordination and corporation (Gartner, 2010) and employee can utilize and manage it (Eisner, 2005). Without time and space, various users can connect with each other (Evans & Brooks, 2005).

Digital technologies can help to connect masses and disseminate or share information to cater issues at workplace. Cohen (2009) considers Social Media as a media where information and knowledge can be transferred to large audience in no time. Employees' Social Media usage became an informal way to share and seek information. But even though, organizations rely on their conventional system where information is managed by their own traditional ways (Dabbagh & Kitsantas, 2012).

Contrary to advantages of employees' social media usage, other researches reveal that it is not good predictor of increasing employee performance and may distract them from workplace and can reduce productivity and performance (Lau, 2017). However, privacy related issues through social networking sites cannot be overlooked (Gomez & Lopez, 2010) and can have alarming situation for organization (Mount & Martinez, 2014). It can only be useful if it is for work not for personal interactions.

Although it is obvious that social media is drastically increasing informal learning at workplace (Selwyn, 2007). But still massive literature depicts that employees social media usage may have negative outcome. As restriction on employees social media usage will reduce the relieve stress level of employees will direct to less creativity and innovation. As a result, restriction has negative impact on employees' engagement, performance, productivity and creativity.

Restrictions on Employees' social media usage will create obstacles in knowledge seeking or sharing, therefore it will lead to distress or less work engagement. Literature advocates restricted social media usage is linked with pessimistic outcomes like less innovation, leverage, creativity, engagement and involvement. It will not impact on employee engagement but organization productivity and performance. Thus, this study is essential to bridge the gap between employees social media usage and employee engagement. Organization are investing large sum for personal development of their employees and present study will support the organizations which want to get competitive advantage through using emerging technologies and social media usage.

This study discussed the employees' social media usage at work place where some welcome employees' social media usage and some restrict them. So, managers or supervisors should support employees to learn new knowledge, skills and expertise through social media for work and not for personal connections and it can double the productivity and performance of enterprise.

Ivala and Gachago (2012) consider that employees work engagement is an outcome of Social Media Usage. It can have positive effect on employees' learning, to self-confidence, reliance, creativity and innovation. Employees' social media usage has positive association with employees' work engagement. Due to high employee' social media usage employees psychological well-being will be high that will lead to high climate of innovation. Social media usage is an important major question at workplace. Many research has been done to get facts. Employees will be more engaged if they are allowed to employees' social media usage at workplace. It will increase their knowledge and expertise and it will increase climate of innovation. Employees' Social Media Usage is becoming more challengeable for employees and organizations for their engagement, performance and productivity. This study adds little contribution, where employees' social media usage and employees work engagement are directly associated with each other and psychological well-being mediates them, along with Climate of Innovation as moderator.

2.1.2 Employee Engagement

Engagement is a vigorous participation of an employee that increases employee's intellect of professional efficacy (Leiter & Maslach, 1998). May et al. (2004) recognized engagement essential for managers as they have to avoid reasons of employee detachment, isolation and lack of interest. Richman (2006) explained that engagement of an employee refers to his feelings, behavior, achievement and approach whereas enterprise engagement refers to its productivity, competence and competitive market position. Moreover, organizations achievements and accomplishments are associated with engagement (Lockwood, 2007). Kahn (1992) pointed out that engagement refers to mental availability, connectivity and focused approach of any individual when he accomplishes any organizational task. When an employee is enthusiastic to perform a given role he is more engaged involved, committed and satisfied (Harter et al., 2002). According to Saks (2006), antecedents of engagement are job uniqueness, organizational and supervisor support, incentive and recognition.

Afterward many other studies have done on engagement, but Gallop took part to create word 'employee engagement'. According to Sak (2006) employee engagement can measure on basis of job or organizational engagement. However, Schaufeli, et. al, (2002) already described its key indicators which are vigor, commitment and absorption.

At first, the term employ engagement is used by Gallup Organisation (Gallup, 2005). It is perceived that an engaged employ is a satisfied and available worker who is beneficial for organization in terms of productivity, performance and profitability and can understand business myths. Employees' engagement expands teams to gain organization objectives. Employees' engagement results in employees job satisfaction, organizational commitment, citizenship behavior and job involvement.

Organizational success can be outcome of engaged employees. Literature provides that engaged employees demonstrate knowledge, information, dedication, devotion, raise returns and shrink costs. (Lockwood, 2007). As per literature, engaged

employees are devotedly associated with their tasks (Schaufeli & Salanova, 2007). The present study illustrates employee engagement and analyzes its relationship with employees' social media usage and employees' psychological well-being.

2.1.3 Employees Social Media Usage and Employee Engagement

Literature has evidence that engagement is critical for transformed and modern organizations (Schaufeli & Salanova, 2007). Past literature found four antecedents of employee engagement such as job characteristics, support, reward and justice (Sak, 2006). However, Macey et al. (2009) differentiated engagement and employees' engagement. Engagement refers to eagerness, concentration and necessity whereas employee engagement refers to flexibility, determination and role responsibility.

However, academic studies and managerial practice paid little attention towards employees' usage of social media and employees' engagement. Although, traditional mode of communication are transformed into new technology which lead to broadcast media to social media (Kietzmann et al., 2011) which create dire need to welcome modern ways of learning new technology and social networks to increase in knowledge, skills and expertise at workplace.

According to Ivala & Gachago (2012), employee engagement can enhance through Web 2.0 tool and can increase employees' involvement and improve their interpersonal competences (Manca & Ranierit, 2013). Past literature adverted that organizations can gain competitive edge through employee engagement (Macey et al., 2009). Farnadale et al. (2014) explained that employees can be engaged at work by their approach, behavior and insight and they pay attention to organizational tasks and objectives (Parry & Solidoro, 2013) to share knowledge and information and social media can be best tool to bridge the gap (Adi, 2015). Parry & Solidoro (2013) claimed using social media at work place such as Face book can improve engagement level because it will lead to employee satisfaction, connectivity, association and engagement. . If they are restricted to use social media than

disengagement will prevail. Under these circumstances, they are de-motivated and disengaged.

Positive environment where supervisor appreciate learning new technologies and increasing knowledge and expertise through social media usage will lead to positive attitude towards employees engagement, therefore positive relationship will create employee engagement. However, the literature led this relationship to first hypothesis as:

H1: Employees' Social Media Usage is positively and significantly associated with Employees' Engagement.

2.1.4 Psychological Wellbeing

Psychological well-being is a conviction encircle with sense of rationality, life happiness and stability (Wissing & Eeden (2002), assuming psychological well-being as antecedent of engagement (Wright & Cropanzano, 2000).

However, few researchers have opinion that “wellbeing” relates to person’s own health, safety, interest and satisfaction (Wright & Cropanzano, 2000). Wright and Cropanzano (2000) were the first who coined the term ‘wellbeing’ and differentiate it with subjective and psychological well being. Subjective well-being refers to life contentment and happiness whereas Psychological Well-being relates to full participation and contribution in life (Wright & Cropanzano, 2000).

In this context, the difference between Subjective Well-being and Psychological well-being is more cleared by Linley & Joseph (2004) who pointed that Subjective Well-being is more related to outer concern, therefore, Psychological Well-being is more concerned within person and his own personality traits. Joy happiness delight. Hence, Subjective well-being is the degree of experiencing joy, happiness, delight of life while psychological well-being is expected to deal within inside like self-assurance, self-acceptance, happiness, emotions and growth (Ryff, 1989).

Robertson and Cooper (2010) explained that construct “Psychological Well-being” has two extensive thoughts. First relates to ‘hedonic’, which reflects constructive thoughts, feelings, happiness and joys of life contentment. Likewise, another

thought relates to 'eudemonic', which relate importance of reasons in life contentment.

Psychological wellbeing is expected to deal more with productivity and performance. In a model work place, it is important to present both the Subjective Wellbeing and Psychological Wellbeing. In addition to this, Broek et al. (2010) found that efficiency of individual can be achieved if there is positive relationship between wellbeing and intrinsic encouragements.

2.1.5 Employees Social Media Usage and Employees Wellbeing

Psychological wellbeing refers to hedonic and eudemonic conceptualization of wellbeing which include life satisfaction and mental health (Wissing & Van Eeden's, 2002). However, it illustrates happiness, sentiments and emotions of individuals.

People with psychological issues are tend to increase their social media usage and internet interactions because it is anonymous and less risky. Social interactions can minimize employees' beliefs, aspirations and expectations and interest in work place (Bandura, 2001). It will contribute to employee disengagement and harmful conducts. High moral disengages low productivity and distress (Bandura, 1999). Moreover, Social media usage may be easy to communicate and do not require high communication skills than face to face communication.

According to Dolan, Conduit, Fahy and Goodman (2016), social media content can be divided into four parts; Informational content, Entertaining content, Remunerative content and Relational content. A psychological distress individual may prefer any of social media content group due to his state of mind. Past researchers demonstrated that social media offers unique resourceful virtual workplace (Bughin & Chui, 2011) to share and communicate (Hauptmann, 2012) knowledge and information with large and diverse audience (Mount & Martinez, 2014). Vast communication gives varied knowledge (Brodie et al., 2013) and can employ for creativity and innovation (Fuller et al., 2007).

According to social cognitive theory, human mind is capable of many features and can create, react and proactive. Positive psychology ways two dimensions and mechanism of human function, in which first is basic mechanism and second involve in human growth, progress and transformation. In this context, human being are interdependent in social system and societal subsystems. This psychological system is influenced by social culture. People learn new things from their environment and they get desired results (Bandura 1986). Therefore, social culture is not the key indicator to impact on human behavior. Human behaviors are interlinked with rewards and punishment. The social cognitive theory explicit that self-motivation can govern through psychological wellbeing when employees know that their mental health, distress is overcome by their social interaction. It will increase their performance, self-guidance and self-reliance (Bandura 1986).

Contrary to advantages of employees' social media usage, other researches reveal that it is not good predictor of increasing employee performance and may distract them from workplace and can reduce productivity and performance (Lau, 2017). However, privacy related issues through social networking sites cannot be overlooked (Gomez & Lopez, 2010) and can have alarming situation for organization (Mount & Martinez, 2014). It can only be useful if it is for work not for personal interactions.

Restrictions on Employees' social media usage will create obstacles in knowledge seeking or sharing, therefore it will lead to distress or less work engagement. Literature advocates restricted social media usage is linked with pessimistic outcomes like less innovation, leverage, creativity, engagement and involvement. It will not impact on employee engagement but organization productivity and performance. Fredrickson (1998) described how positive emotions work in individual life, give them direction to accomplish organizations tasks and responsibilities. Hence, if employee has positive emotions and good mental health than he is significantly tending to engage in organizational objectives.

Referring to past researches, employees' psychological wellbeing is a medium which envisages employees' mental health, emotions and happiness in response of employees' social media usage. Literature demonstrated that social media usage increases

employees' psychological wellbeing. Social media usage influences employees level of psychological wellbeing as it may increase the confidence, satisfaction and performance level of the employees, so it is hypothesized that Social Media Usage will lead to Employees Psychological Wellbeing. West (2009) suggested that employees' motivation, learning and psychological wellbeing is an outcome of employees' social media usage.

H2: Employees' Social Media Usage is positively and significantly associated with Employees' Psychological Wellbeing.

2.1.6 Employees Psychological Wellbeing and Employee Engagement

Literature has evidence that Psychological wellbeing is an antecedent of engagement (Wright & Cropanzano, 2000). Harter (2002) indicated actions that support positive workplace approach tends to positive feelings and increases engagement and performance.

Past literature found that organizations get sustainable advantage, adaptability, accept change, enthusiasm and high performance if they link psychological wellbeing and employee engagement. Research evidence suggests that high level of psychological well being will lead to high morale, mental health, job satisfaction, self-assurance etc, therefore, reducing wellbeing impact on disengagement and lower vigor.

Fredrickson (1998) described how positive emotions work in individual life, give them direction to accomplish organizations tasks and responsibilities. Hence, if employee has positive emotions and good mental health than he is significantly tending to engage in organizational objectives.

Plethora of studies has discussed employees' Psychological Wellbeing in shaping Employees Engagement. Employees Psychological Wellbeing is a propensity that create self-confidence, motivation and self-reliance which tends them towards employees' engagement.

Past researches indicate that Employees Psychological wellbeing impact on employee engagement. Employees with high psychological wellbeing is tend to increase its engagement at workplace and will work more efficiently than the employees who have low psychological wellbeing. High Psychological wellbeing will increase job performance, satisfaction, motivation and inspiration. It anticipates that higher the psychological wellbeing will result in increase in employees' engagement at workplace. Literature articulated that psychological well-being influence employees' engagement and commitment (Robertson & Birch, 2010), engagement can be higher if psychological wellbeing is higher among employees, and similarly, engagement will be lower if psycho-social well-being will be reduced.

H3: Employees' psychological wellbeing is positively and significantly associated with employees' engagement.

2.1.7 Employees' Psychological Wellbeing: Route Through Employees Social Media Usage to Employees Engagement

The theory is evident that organizations can meet their goals if it integrates employee dedication and well-being together and it will lead to mutual benefit for employee and the organization. Likewise, dealing with only employees' psychological wellbeing will enable negative impact on citizenship behavior. Both the psychological wellbeing, and employees' engagement cannot be apart from each other. If any of them is given more focus than other variable will leave at risk. In case of engagement is given more importance than psychological well being, it will negatively impact on employees emotion if his psychological well being is not concerned and it will outcome in reduced psychological health (Robertson & Cooper, 2010).

Literature articulated that psychological well-being influence employees' engagement and commitment (Robertson & Birch, 2010), engagement can be higher if psychological well being is higher among employees, similarly, engagement will be

lower if psycho-social wellbeing will be reduced. In addition, workers low psychological well-being will tend to lower their loyalty, dedication and devotion, and can lead to disengagement will reduce the employees' engagement. Cartwright and Cooper (2008) provided empirical evidence that psychological wellbeing enhances employee wellbeing and individual who possess higher level of it can face difficult situations more efficiently, have self-reliance and adaptability.

Employees' Psychological wellbeing is the way through which Employee Social Media Usage leads to employees' engagement. Faragher et al. (2007) Psychological wellbeing and engagement can be measured in terms of work relationships, work family balance, overburden work, reward and retention and job security. Employees Psychological wellbeing level mediates the social media usage and employees engagement. High Psychological Well-being would lead workers to higher rank of job fulfillment, contentment, happiness, efficiency, and low Psychological Well-being tends to lead low engagement, satisfaction level in employees. This situation demonstrate that employee psychological wellbeing mediates the route with employee engagement (Faragher et al., 2007).

H4: Employees' Psychological wellbeing mediates the relationship between social media usage and employee Engagement.

2.1.8 Climate for Innovation as a Moderator between Social Media Usage and Employee Engagement

Climate for Innovation is an amalgamation of "climate and innovation" where organization climate refers to all set standards, rules, regulations and policies which materialize the groups and coworkers presumed support to attain set targets and achievement under certain strategy (Kuenzi & Schminke, 2009). Two approaches work for organization climate which are individual and shared perception approaches (Reichers & Schneider, 1990). Individual perception includes an individual's stance, performance, thoughts, actions and mental approach that how he thinks about the organization and its climate. On contrary, in share perception approach employees work together for mutual benefits and especially towards

organization's set goals for improved performance and high returns (Reichers & Schneider, 1990). Thus, organization climate consists of all set standards and specialized systems where individual and groups work together for accomplishment of tasks and objectives. Nord and Tucker (1987) asserted that initial use of knowledge, skill or expertise in an organization by an individual or group for initial time which is not imitate by any other enterprise is said to be innovation. Creative interactions between shareholders results innovation (Wald & Piller, 2009).

Laursen and Salter (2006) described that different groups prefer collective effort for creativity, new ideas and innovation in certain networks and set of connections. For these reasons, energetic, flexible and creative members influence and promote organization (Klein & Sorra, 1996).

In changing pace of technology, an organization must vigilant for change and customer driven needs. Climate of innovation is a key success factor of an organization which ensure the extent to motivate its employees to embrace change and innovation (Martins & Terblanche, 2003).

Damanpour and Schneider (2006) illustrated that upper tier of organization can foster climate for innovation, readiness for change agents and creativity and innovation. Innovation in organization can prevail when workers gets support from their managers (Klein et al, 1990). In organizations, where mangers support climate for innovation, are more likely to accept changes, learn new things and enhance employees' creativity and innovation.

On the basis of past literature, Charbonnier et al. (2010) described climate for innovation as passage towards innovation provided by an innovative organization which depicts its own features and worth for its employees. Similarly, Eisenbeiss et al., (2008) found clearly that climate for innovation provides path and course of actions for groups which lead to creative outcomes and increasing climate for innovation will significantly increasing affirmative results.

If employees get climate for innovation, an organizational culture which recognize the set standards and practices and it will aid to connect employees (Kuenzi & Scgminke, 2009). Thus, climate for innovation will strengthen the relationship between social media usage and employee's engagement.

Despite the fact that, in response to the employee's social media usage, it is relatively high that employees recognize the worth of their work. Climate for innovation within organization and among employees aid to increase creativity and innovation and will create a learning environment where employees are keen to learn new things within teams through social media usage and it will increase employee engagement. However, workers who face restrictions for social media usage may endure negative impacts, for example, disengagement, mental illness or distress.

Conferring past literature, it is evident that climate for innovation has paid little attention in past. However, there is a theoretical relationship among key variables like employee social media usage, climate for innovation and employee engagement (Sarro et al., 2008).

Empirical investigation is evident that climate for innovation offers flexibility, creativity, learning and innovation, where employees tends to embrace change and get rewarded through learning and development (Huang, 2005).

Managers need to embrace innovation to engage their employees so that they sustain in Competitive and turbulent environment (Shalley and Gilson, 2004). In this context, if the employees willing to hold innovation and have no fear of threats or risks or failures. On contrary, they will be de-motivated, dissatisfied if they lack climate for innovation (Zhou & George, 2001). Increasing climate for innovation will stronger employees engagement (Klein & Sorra, 1996) and an engaged employee will outcome innovation, efficacy, performance, productivity and efficiency of the organization (Shalley, Zhou, and Oldham, 2004).

As discussed above, the study intends to link the climate for innovation with employee engagement. Thus, climate for innovation could facilitate employee engagement. Through such presumption, the study intends to intend to link the climate for innovation with employee engagement through following hypothesis.

H5: Climate for innovation moderates the association between employees' social media usage and employees' engagement such that if climate for innovation is high that this association is more pronounced..

2.2 Research Model

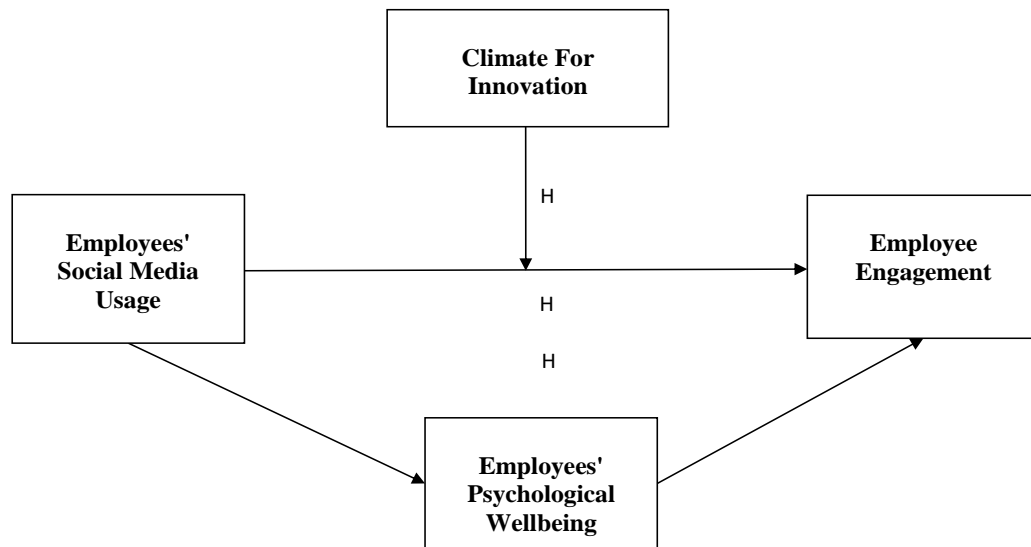


FIGURE 2.1: Research model.

Chapter 3

Research Methodology

3.1 Introduction

This study intends to investigate the association among variables such as, Employees Social Media Usage, Employees Engagement, Employees' Psychological Wellbeing, Climate for Innovation in Software houses of Rawalpindi and Islamabad, cities of Pakistan. This part of the study illustrates the methodology of the research, its design, instrument, data collection and process, statistical tools, analysis, population, sample size and reliability etc. It also provides the indication of the response rate of the questionnaire filled by respondents and proper explanation for quantitative data analysis method. Furthermore, this chapter deliberates about analytical strategy and the numerical methods, used to check the research hypotheses of this research study.

3.2 Justification of Quantitative Approach

In order to shape and examine the theories in the area of social sciences, usually two methods are used. Either deductive or inductive reasoning (Neuman & Celano, 2006; Trochim & William, 2006). Deductive reasoning (or a “top-down” approach) trickles down from the mostly over-all general to the specific. In this

reasoning, researchers deliberate upon the philosophy of a research topic of attention, then constricts it down into specific hypotheses that is tested empirically to accept or reject hypotheses in order to settle or challenge the original theory. Whereas, inductive reasoning (or a “bottom up” approach) incomes from detailed explanations to wider generalizations and theories. In short, deductive reasoning travels from overall theories to exact events, explanations and cautious hypotheses whereas inductive reasoning travels from exact events, explanations and cautious hypotheses to overall theories whereas (Trochim & William, 2006).

The study aims investigate the association between employees’ social media usage and employees’ engagement. More specifically, this study examined the mediating role of employees’ psychological wellbeing between this association. This research also examined the moderating role of climate for innovation between the association of employees’ social media usage and employees’ engagement. Conferring to Creswell, et al. (2012), the procedure of deductive reasoning is generally practical to measure the data. Similarly, quantitative methods, as the typical appropriate technique rotates about quantification in the group and data analysis (Amran & Zulkifili, 2006).

Survey is the maximum appropriate for replying the research question of “what” rather than “how” (Sekaran & Bougie, 2011). A review delivers material that is numerical in countryside and requests respondents about their feelings, opinions, ad historical or current attitudes (Neuman & Celano, 2006). As well, the survey technique is considerable a lesser amount of luxurious then receipts less time to behavior when casing a big sample size in diverse places. Moreover, founded on the literature review, the survey or quantitative method is the greatest extensively used data-gathering method in parallel or connected studies on organization outcomes (Fleming, 2005). So, quantitative technique is designated for this study.

3.3 Research Design

Research design contains time horizon, unit of analysis and type of study etc.

3.3.1 Population

In empirical research an important part is entity which is being analyzed called unit of analysis. Each member in an organization is called unit and one element of the population is called unit of analysis. The selection of unit of analysis relies upon the span, purpose and nature of research. The unit of analysis can be an individual, groups, organizations or cultures. In Micro level research, the unit of analysis is individuals and at broader level it focuses on groups. The Macro level research is based on social structure, social procedures and their interconnections and the focus is on organization. The meso level research is the combination of individuals and structure. It is difficult to get data from organizations, so individual employees who were working in different Software's Houses were the unit of analysis in this study.

3.3.2 Nature of Study

The study was causal in nature, targeted to gauge the impact of employees' social media usage on employees' engagement through the mechanism of employees' psychological wellbeing in presence of moderating role of climate for innovation between employees' social media usage and employees' engagement.

3.3.3 Study Setting

This was a field study as the questionnaires were got filled by the employees working in ten Software Houses of Rawalpindi and Islamabad during working hours in their natural work environment and settings.

3.3.4 Time Horizon

The data has been collected within three months (October 2018 to December, 2018). The data were collected at one time only therefore the study is cross sectional in its nature.

3.3.5 Unit of Analysis

In empirical research an important part is entity which is being analyzed called unit of analysis. Each member in an organization is called unit and one element of the population is called unit of analysis. The selection of unit of analysis relies upon the span, purpose and nature of research. The unit of analysis can be an individual, groups, organizations or cultures. In Micro level research, the unit of analysis is individuals and at broader level it focuses on groups. The Macro level research is based on social structure, social procedures and their interconnections and the focus is on organization. The meso level research is the combination of individuals and structure. It is difficult to get data from organizations, so individual employees who were working in different Software's Houses were the unit of analysis in this study.

3.3.6 Sample

The sample is the minimal factor that represents the whole of population (Ruane, 2005). According to Ruane (2005), result from the sample is comprehensive and representative to the whole population. Choosing a sample out of entire population is really a tough task. Huge samples are attained where the population is heterogeneous, whereas smaller sample size is ascertained if the population is homogeneous, (Gill & Johnson, 2002). The growth of efficiency is not considered by raising the length of data. Research population refers to individual or group which possess same traits (Mörseburg et al., 2016). The present study consists of population that are employees working in different Software houses located in Rawalpindi and Islamabad, twin cities of Pakistan. 200 questionnaires were included in the analysis.

3.3.7 Sampling Strategy

Sampling strategy denotes to the methods or process selected for choosing sample size from all population (Ruane, 2005). Two plans are adopted for such research studies; i) probability sampling; it means a method in which there are equal

chances of selection out of the targeted population ii) non-probability sampling; it means a method in which there are no equal chances of selection out of the targeted population. In the current study, multistage non-probability sampling technique is applied.

3.3.8 Response Rate

Employees working in ten Software Houses of Rawalpindi and Islamabad are population of the study. 200 respondents were contacted and requested to complete the questionnaires. 227 respondents out of 260 returned the questionnaires. Out of 227 questionnaires 27 were excluded due to extensive missing data and the remaining 200 questionnaires were included in the analysis. The rate of response was 77%. Rendering to Ruane (2005), confident population quantities like, designation, qualification, considering the phenomena, study and personal characteristics affect the real response rate.

3.4 Instrumentation

It is revealed fact that, it will be the most reliable measure to take account the opinions of the masses as we can get the overall viewpoint and thoughts that are popping in the variety of minds. Terrestrial trials make us bound to adopt the best way of questionnaire to carry out survey. The primary phase contains survey design, its explanation for variable, reliability and its validity actions.

3.4.1 Instrument Structure

The questionnaire has been divided into five sections; i) demographic information, ii) employees' social media usage, iii) employees' psychological wellbeing, iv) climate for innovation and v) employees' engagement. The questionnaire is enclosed at the end of this research thesis.

3.4.2 Employees' Social Media Usage

Employees' social media usage was reported by employees, using 6-item scale developed by (Ellison, Steinfield & Lampe, 2007). For instance, items are "Facebook is part of my everyday activity at work" (Ellison, Steinfield & Lampe, 2007) and "I feel I am part of the Face book community at work" (Ellison, Steinfield & Lampe, 2007). The cronbach's alpha value for this scale was .95.

3.4.3 Employees' Psychological Well-being

Employees' psychological well-being was reported by employees, using 6-item scale developed by (Ryff, 1989). Questionnaire include items such as "I have confidence in my opinions, even if they are contrary to the general consensus (Ryff, 1989)", and "I like most aspects of my personality" (Ryff, 1989). 0.71 is the cronbach's alpha value for the scale.

3.4.4 Climate for Innovation

Climate for innovation was reported by employees, using 4-item scale developed by (Durcikova, Alexandra, Kelly, & Brian, 2011). Few items of the scale are "My supervisor encourages me to develop my ideas" (Durcikova, Alexandra, Kelly, & Brian, 2011) and "People in the organization try new approaches to tasks" (Durcikova, Alexandra, Kelly, & Brian, 2011). The cronbach's alpha value for this scale was .72.

3.4.5 Employees' Engagement

Employees' engagement was reported by employees, using 9-item scale developed by (Schaufeli & Bakker, 2004). Few items are "At my work, I feel energetic" (Schaufeli & Bakker, 2004) and "Time flies when I am working" (Schaufeli & Bakker, 2004). The cronbach's alpha value for this scale was .70.

3.5 Statistical Techniques for Data Analysis

This study is dependent on underlying relations between variables in which the relationship among independent, moderating, mediating and dependent variables have been examined. This is a cross-sectional study as it is a type of observational study which analyzed data from teachers at a specific point in time. Two software were used for data analysis. SPSS was used for frequencies, reliability, descriptive, correlation regression analysis (direct effects of IV on DVs), mediation and moderation while AMOS was used for confirmatory factor analysis.

3.6 Data Screening

Data screening is an assurance that our data is ideal and ready for analysis. Data of any research must need to be screened with the objectives tht data is useable, dependable, and genuine for testing hypothesis. However, data was screened missing value cases were deleted.

3.7 Factor Analysis

The method to inference pragmatic data to converse as purpose of different causes is called factor analysis. However, we conducted confirmatory factor analysis to verify the discriminate strength of our proposed framework. The subsequent phase in defining the statistical validity of a model is to measure the goodness of fit. Structural equation modeling is useful to examine whether the consequences of exploratory factor analysis are adequate to inspect the relationship of exogenous and endogenous variables. Additional, CFA validate the appropriateness of separately element causal the concept. The goodness of model fit may be inspected over relating the principles of goodness of fit by its fit files. Anderson and Gerbing (1988) adverted the verge standards for each fit index. The greatest well-known fit indices display the goodness of the model were χ^2 = Chi-square; DF = Degree of Freedom; CMIN = Minimum Chi-square; GFI = Goodness of fit index;

RMR = Root Mean Square Residual; RMSEA = Root Mean Square Error of Approximation; NFI = Normed Fit Index; TLI = Tucker Lewis Index; the CFI = Comparative Fit Index and AGFI = Adjusted Goodness of Fit Index (Gerbing, 1988). Table 3.1 depicts that satisfactory threshold values of confirmatory factor analysis (CFA) about each fit index.

TABLE 3.1: Acceptable Threshold Values of CFA.

Name of Category	Description	Name of Index	Threshold Values	Remarks
Absolute Fit	Measures overall goodness-of-fit for both the structural and measurement models collectively.	CMIN (Chisq)	$p\text{-value} \leq 0.05$	Sensitive to sample size ≥ 200 , nonsignificant at least $p\text{-value} \geq 0.05$
		Root Mean Square Error of Approximation (RMSEA)	$RMSEA \leq 0.08$	Range 0.05 to 0.10 acceptable
		Goodness-of-Fit Index (GFI)	$GFI \geq 0.9$	$GFI = 0.90$ is a good fit
Incremental Fit	Measures goodness-of-fit that compares the current model to a specified “null” (independence) model to determine the degree of improvement over the null model.	Comparative Fit Index (CFI)	$CFI \geq 0.9$	$CFI = 0.90$ is a good fit
		Tucker-Lewis Index (TLI)	$TLI \geq 0.9$	$TLI = 0.90$ is a good fit
		Incremental Fit Index (IFI)	$IFI \geq 0.9$	$IFI = 0.90$ is a good fit
Parsimony Fit	Measures goodness-of-fit representing the degree of model fit per estimated coefficient.	Chi-sq/ df	$Chi\ square/ df \leq 5.0$	The value should be below 5.0

3.8 Correlation Analysis

We employed Pearson’s moment correlation to observe the association between employees’ social media usage, employees’ psychological well-being, climate for innovation and employees’ engagement. Correlation is the modest method to perceive the covariance (Amran & Zulkifili, 2006; Berriman, et al., 2005). This suggests that “when a variable departs from its mean, the other connected variable

would similarly depart from its means in a comparable method” (Berriman, et al., 2005). The important aspect of this technique is the confidence of this method on the dimension scales of variability. Although consuming the standardization method, the effect of diverse extent scales used to amount the covariance between the variables might be canceled (Sekaran et al., 2003). This has, consequently, facilitated in emerging the Pearson product-moment correlation coefficient, which is vigorous to determine the forte of variables. Consequently, to check the overhead stated situations Pearson’s correlation coefficient analysis was completed so that the correlation coefficient ethics might be gained to square the asset of respectively association.

Chapter 4

Data Analysis

4.1 Introduction

This study focuses at finding the impact of employees' social media usage on employees' engagement with mediating role of employees' psychological well-being and moderating role of climate for innovation. This chapter shows the relationships of study variables through descriptive statistics, CFA, correlation and regression analysis of the data.

4.2 Data Screening and Missing Value

The population of the current study was the employees, working in different Call Centers and Software's Houses located in different major cities of Pakistan. 260 respondents were contacted and requested to complete the questionnaires. 227 respondents out of 260 returned the questionnaires. Out of 227 questionnaires 27 were excluded due to extensive missing data and the remaining 200 questionnaires were included in the analysis. The rate of response was 77%.

4.3 Sample Description

4.3.1 Gender

Table 4.1 represents the gender composition of the sample. The table shows that both male and female were the part of sample. Out of 200 respondents 59% (118 n) were male while 41% (82 n) were female. However, male were increased in number than females.

TABLE 4.1: Gender.

	Frequency	Percent	Valid Percent	Cumulative Percent
Males	118	59.0	59.0	59.0
Females	82	41.0	41.0	100.0
Total	200	100.0	100.0	

4.3.2 Age

Table 4.2 reflects the composition of age of sample. The table shows that respondent of present study belongs to different age groups. 18% (36 n) belonged to 18-25 years of age group, 51.5% (103 n) to 26-33 years, 26% (52 n) to 34-41 years, 3.5% (7 n) to 42-49 years and 1% (2 n) belonged to 50 years or more years of age.

TABLE 4.2: Age.

	Frequency	Percent	Valid Percent	Cumulative Percent
18-25 yrs	36	18.0	18.0	18.0
26-33 yrs	103	51.5	51.5	69.5
34-41 yrs	52	26.0	26.0	95.5
42-49 yrs	7	3.5	3.5	99.0
50 and above yrs	2	1.0	1.0	100.0
Total	200	100.0	100.0	

4.3.3 Qualification

Table 4.3 reflects the composition of qualification of the population. .5% (1 n) of the respondents were having Matric, 2.5% (5 n) having intermediate, 27.5% (55 n) having bachelors, 48.0% (96 n) having master degrees, 20.5% (41 n) having M. Phil/MS and 1% (2n) having the degree of PhD level of education. Majority of the respondents were having the master degree.

TABLE 4.3: Qualification.

	Frequency	Percent	Valid Percent	Cumulative Percent
Matric	1	0.5	0.5	0.5
Intermediate	5	2.5	2.5	3.0
Bachelors	44	27.5	27.5	30.5
Masters	96	48.0	48.0	78.5
MS/M.Phil	41	20.5	20.5	99.0
PhD	2	1.0	1.0	100
Total	200	100.0	100.0	

4.3.4 Experience

Table 4.4 reflects the composition of experience of population. This table shows that sample also varied in term of job experience 56% (112 n) were 1-10 years of experience, 38% (76 n) 11-20 years of experience, 5% (10 n) 21-30 years and 1% (2 n) 31-40 years experience.

TABLE 4.4: Experience.

	Frequency	Percent	Valid Percent	Cumulative Percent
1-10 yrs	112	56.0	56.0	56.0
11-20 yrs	76	38.0	38.0	94.0
21-30 yrs	10	5.0	5.0	99.0
31-40 yrs	2	1.0	1.0	100.0
Total	200	100.0	100.0	

4.4 Descriptive Analysis

All these statistics gives a glimpse of brief review of consistent values of the variables. This investigation demonstrates the sample size, mean value and standard deviation.

Table 4.5 shows variables used in the study with their respective statistics. Details of the study variable are shown in the first column. Second informs about sample size. Third, 4th, 5th and 6th columns show min value, max value, mean and the values of standard deviation respectively. The sample size is 200. The scale used for measurement was ‘Likert’ scale which was ranging from 1 to 5. Employees’ Social Media Usage show mean = 2.89 and S.D = 0.71, (independent variable). Climate for Innovation (moderating variable) shows mean = 3.33 and S.D = 0.66. Employees’ Psychological Well-being (mediating variable) shows mean = 3.24 and S.D = .91. And finally, the employees’ engagement (dependent variables) show mean = 3.31 and S.D = 0.65.

TABLE 4.5: Descriptive analysis.

	N	Min	Max	Mean	Std. Dev.
Employees’ Social Media Usage	200	1	4	2.89	.71
Climate for Innovation	200	2	4	3.33	.66
Employees’ Psychological Well-being	200	1	4	3.24	.91
Employees’ Engagement	200	2	4	3.31	.65

4.5 Control Variables

Gender, age, qualification and experience affect individual outcomes (Mawritz et al., 2012). Therefore, the demographics had been included in the study. One-way ANOVA is carried out to check whether demographic variables are significantly associated with dependent variables or not. Result of one-way ANOVA for demographic variables is presented below.

TABLE 4.6: One-way ANOVA for organizational commitment.

Control Variables	F	Sig.
Gender	.054	.816
Age	1.20	.312
Qualification	1.11	.352
Experience	0.42	.738

Sig. level $p < 0.05$

Table 4.6 shows that all demographics variables i.e. Gender, Age, Qualification and Experience are not significantly associated with employees' engagement in present research study, such as Gender ($F = .054$, $p > .05$), Age ($F = 1.20$, $p > .05$), Qualification ($F = 1.11$, $p > .05$) and Experience ($F = 0.42$, $p > .05$). So, all demographics have shown no impact on employees' engagement, therefore, these were not controlled during further analysis.

4.6 Correlation Analysis

The analysis shows relation between two variables (indicated by level of significance) and the direction of the relation (indicated by +ive or -ive signs). Positive sign illustrates same direction of variables whereas negative sign depicts variable in opposite directions. The value of coefficient lies between +1.00 to -1.00. Zero value indicates no correlation between variables.

TABLE 4.7: Correlations.

	1	2	3	4
1. Employees' Social Media Usage	1			
2. Climate for Innovation	.332**	1		
3. Employees' Psychological Well-being	.431**	.361**	1	
4. Employees' Engagement	.324**	.443**	.210**	1

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

Correlation investigation amongst the study variables i.e. Employees' Social Media Usage, Climate for Innovation, Employees' Psychological Well-being and Employees' Engagement has been demonstrated in Table 4.7. According to correlation table, Employees' Social Media Usage is positively and significantly correlated with climate for innovation ($r = .332, p < 0.01$), Employees' Psychological Well-being ($r = .431, p < 0.01$) and Employees' Engagement ($r = .324, p < 0.01$). Climate for innovation is positively and significantly correlated with Employees' Psychological Well-being ($r = .361, p < 0.01$) and Employees' Engagement ($r = .443, p < 0.01$). Employees' Psychological Well-being is positively and significantly correlated with employees' engagement ($r = .210, p < 0.01$).

4.7 Confirmatory Factor Analysis (CFA)

The variables used in the research i.e. employees' social media usage, employees' engagement, employees' psychological well-being and climate for innovation were answered by employees, therefore it becomes essential to establish that whether respondents perceived these constructs distinct from one another and model was fit for the purpose or not. Thus, to check the discriminant validity of the variables, we carried out confirmatory factor analysis using AMOS 23.0 through structural equation model.

The values of chi-square statistics and fit indices of RMSEA TLI and CFI are necessary for the overall fitness of model (Anderson & Gerbing, 1988) suggested that. Schumacker and Lomax, (2004) suggested that the value less than 3 of chi-square/df indicates good fit of model. In Hu and Bentler, (1999) opinion value less than .06 of RMSEA leads to good fit of the theoretical framework, whereas its value between .06 to .08 and .08 to .10 indicate fair fit and mediocre fit respectively and Byrne, (2001) suggests that if this value is more than .10, it indicates poor fit of the model. Anderson and Gerbing, (1988) suggested that values of TLI and CFI greater than .90 predict a good fit of model.

TABLE 4.8: Results of Confirmatory Factor Analysis.

	CMIN/DF	RMSEA	TLI	CFI
Initial Values	2.742	.076	.821	.835
Final Values	1.737	.046	.924	.932

Table 4.8 indicates that initially value of CMIN/df (2.742), which indicates good model fit (less than 3), RMSEA (.076) indicates fair fit (between .06 to .08). But TLI (.821) and CFI (.835) value were below 0.9, which is less then permissible threshold. However, correlating the error terms, fitness of the model improved CMIN/df further dropped to (1.737) and RMSEA value dropped to .046 which indicates good fit. Moreover, TLI (.924) and CFI (.932) were also improved up to the required level. The results of CFA indicated that the full CFA model was adequately fits the data well.

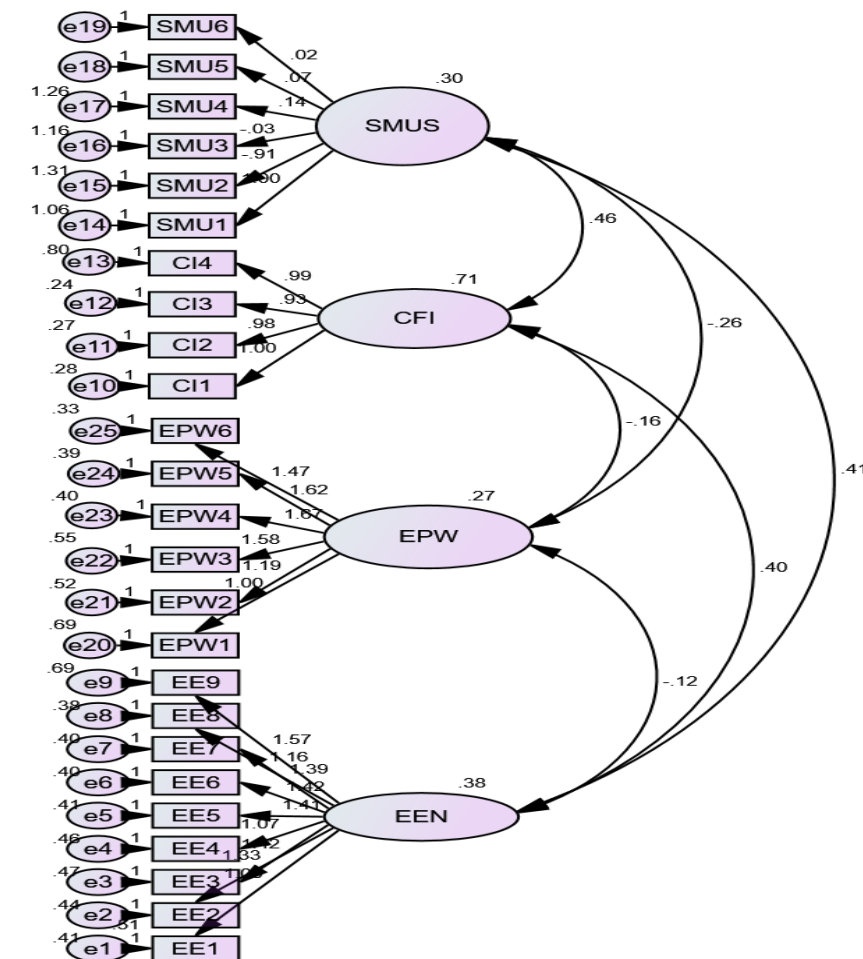


FIGURE 4.1: CFA Diagram.

4.8 Regression Analysis

Regression analysis method uses to forecasts the extent of predicting variable affects outcome variable. It helps to give understanding of the fact that how value of criterion variable changes when a variation occurs in one or more independent variables. So, it explains the causal relationship between the variables while correlation analysis just explains the relationship between variables. The regression process is carried on by different tools (for example, Baron & Kenny, 1986) but here for the convenience and suitability of the study, Hayes (2012) process method is used for analysis.

According to Hayes (2008), Baron and Kenny (1986) method is outdated because it imposes a condition of total effect of causation for mediation while in some researchers' point of view, it is not necessary and even a hindrance in the way of gauging true impact (Preacher & Hayes, 2008). These researchers suggested that the effect of independent variable through mediation is also possible even if there is no evidence found between predictor and outcome variables. Moreover, as the data in social sciences is always problematic due to the situation, nature and context of respondents so the bootstrapping technique for mediation in Hayes (2012) process method increases the likeability of realistic results because the sample is divided into many small bits and pieces and analysis is run on those smaller sized sub samples.

Tables 4.9-4.11 inform the results of regression analysis performed by using Hayes (2012) process method.

H1: Employees' social media usage is positively and significantly associated with employees' engagement.

Table 4.9 reflects that employees' social media usage is positively and significantly related with employees' engagement ($B = .21$, $t = 2.98$, $p < .05$), accepting the first hypothesis. It means that employees' social media usage increases 21% employees' engagement. P-value indicates the significant level of t values which provides strong grounds to accept the hypothesis.

TABLE 4.9: Regression analysis for direct effect of ethical leadership on follower workplace incivility.

Variables	B	SE	T	P	LL 95% CI	UL 95% CI
Constant	3.08	.44	6.55	.00	2.15	4.11
Employees' social media usage → employees' engagement	.21	.081	2.98	.03	.321	.126

* $p < .05$, ** $p < .01$, *** $p < .001$

H2: Employees' psychological well-being mediates the relationships between employees' social media usage and employees' engagement.

H3: Employees' psychological wellbeing is positively and significantly associated with employees' engagement.

H4: Employees' psychological wellbeing mediates the relationships between employees' social media usage and employees' engagement.

Table 4.10, shows the mean indirect impact of employees' social media usage on employees' engagement through the mediation of employees' psychological well-being is significant. The bootstrapping values are -.0093 to -.0226 with a 95% confidence Interval excluding zero. These results suggest sufficient support that employees' psychological well-being mediates the relationship between employees' social media usage and employees' engagement. Hence the second hypothesis is also accepted.

TABLE 4.10: Mediation analysis results for employees' psychological wellbeing.

Effect of IV on M		Effect of M on DV		Direct effect of IV on DV in presence of M		Indirect effect of IV on DV	Bootstrap results for indirect effects	
B	t	B	T	B	t	B	LL95% CI	UL95% CI
.13**	1.83	.20**	2.94	.21**	2.98	.17**	.0091	.0226

Note: Un-standardized regression coefficients reported. Bootstrap sample size 5000. LL = lower limit; CI = confidence interval; UL = upper limit

Table 4.10 shows the mean indirect effect of employees' social media usage on employees' engagement through the mediation of employees' psychological well-being is significant. All the two paths i.e. IV-M & M-DV are significant. The bootstrapping values for indirect effects are .0091 to .0226 with a 95% confidence Interval excluding zero. These results suggest sufficient support that employees' social media usage is positively & significantly associated with employees' psychological wellbeing and employees' psychological wellbeing is also positively and significantly associated with employees' engagement. Whereas employees' psychological wellbeing mediates the relationship between employees' social media usage and employees' engagement. Hence the second, third and fourth hypothesis are also accepted

H5: Climate for innovation moderates the association between employees' social media usage and employees' engagement such that if climate for innovation is high that this association is more pronounced.

Finally Table 4.11 supported Hypothesis 5 which claimed that follower climate for innovation moderates the association between employees' social media usage and employees' engagement in a way that higher the climate for innovation, stronger the association or lower the climate for innovation, weaker the association ($B = .163$, $t = 3.17$, $p < .05$). So the hypothesis 3 is also accepted.

TABLE 4.11: Regression Analysis for Moderation.

Variables	B	SE	T	P	LL 95% CI	UL 95% CI
Constant	3.08	.44	6.55	.00	2.15	4.11
ESMU \times climate for innovation <i>rightarrow</i> employees' engagement	.163	.051	3.17	.04	.044	.104

* $p < .05$, ** $p < .01$, *** $p < .001$

The result of moderation is also supported through moderation graph shown in Figure 4.1.

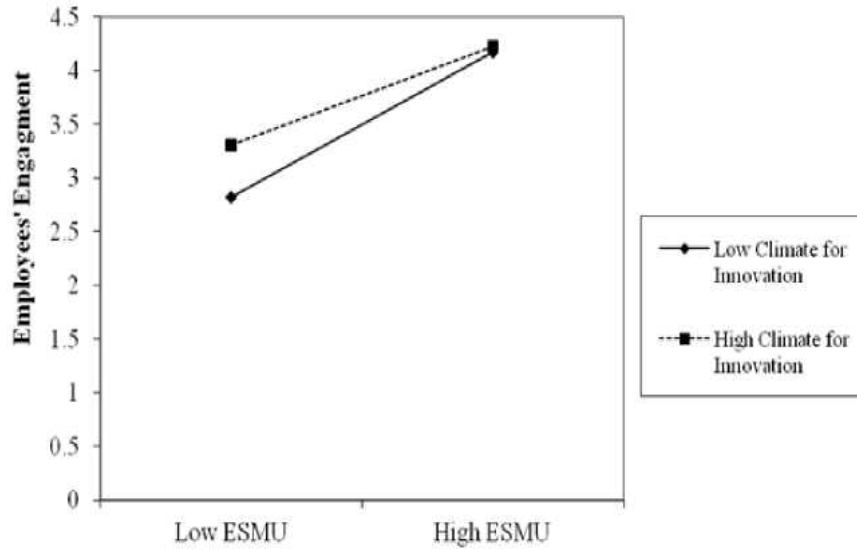


FIGURE 4.2: Moderation Graph.

Upward slope of the lines specifies a positive relationship between employees' social media usage and employees' engagement. The dotted line represents high climate for innovation situation whereas bold line reflects low climate for innovation. Position of the lines represents the relationship between employees' social media usage and employees' engagement. As dotted line lies above the bold line with a high steeper slope, it represents that in case of high climate for innovation, the association between employees' social media usage and employees' engagement is stronger, while the bold line lies below the dotted line with less steeper slope which shows that in case of low climate for innovation situation, the link between employees' social media usage and employees' engagement is weaker. The graph clarifies the buffering role and direction of climate for innovation between employees' social media usage and employees' engagement which gives additional support for the acceptance of hypothesis 5.

TABLE 4.12: Summary of Hypothesis.

No.	Hypothesis Statement	
H1	Employees' social media usage is positively and significantly associated with employees' engagement.	Accepted
H2	Employees' social media usage is positively and significantly associated with employees' psychological wellbeing.	Accepted

No.	Hypothesis Statement	
H3	Employees' psychological wellbeing is positively and significantly associated with employees' engagement.	Accepted
H4	Employees' psychological wellbeing mediates the relationships between employees' social media usage and employees' engagement.	Accepted
H5	Climate for innovation moderates the association between employees' social media usage and employees' engagement such that if climate for innovation is high that this association is more pronounced.	Accepted

Chapter 5

Discussion, Conclusion and Recommendation

5.1 Discussion

The purpose of this study is to analyze the ‘association between employees’ social media usage and employees engagement and the mechanism which controls employees’ social media usage and employee engagement and to the extent where a competitive organization mediates its role of psychological well-being with interacting role of Climate for innovation with the independent effect of employees social media usage on employees engagement.

This chapter holds the discussion on the results brought forward after the analysis of the study. Empirical study is evident that all theoretical models are supported by the results. The results and findings of the study create an understanding about the theoretical models of all these variables.

5.1.1 Discussion on Question No. 1

Chapter 1 of this study raise the following question:

Q1: What is the link between employees social media usage and employee engagement?

To answer the above-mentioned question, theoretical model was established and tested.

H1: Employees Social Media Usage has a positive effect on Employees Engagement.

The findings of correlation analysis demonstrate that employees social media usage and employee engagement are positively correlated. The regression analysis specifies that employees' social media usage is key indicator of employees' engagement. The results of this study are consistent with past literature that asserted that employees' social media usage persuade information, knowledge and skills and provides a noval idea in a difficult situation (Harggadon, 2003).

Employees' social media usage reflects no more work distraction rather than an influential tool to increase employee engagement, knowledge, productivity, coordination and corporation (Gartner, 2010). Therefore, it is quite obvious that productive and engaged employees can utilize and manage their knowledge and innovation for the benefit of organization (Eisner, 2005). The participants of this study are employees of various private sector Software companies in the cities of Rawalpindi and Islamabad of Pakistan. The private sector of Pakistan foster creative and innovation and is flexible to its rules and regulations as compare to Public Sector organizations, which possess highly centralized and bureaucratic culture. In such an innovative environment, employees perceive high value, motivation, satisfaction and engagement. In return, they are engaged with their tasks and specific roles and will have positive impact on their learning abilities, self-confidence, creativity, engagement and it all is outcome of social media usage (Ivala & Gachago, 2012).

Social media usage is an important major question at workplace. Employees will be more engaged if they are allowed to use social media for workplace. It will increase their knowledge and expertise and it will increase climate of innovation. Thus, this study is essential to bridge the gap between employees social media usage and employee engagement. Organization are investing large sum for personal development of their employees and present study will support the organizations

which want to get competitive advantage through using emerging technologies and social media usage.

The employees prefer to work in an innovative environment which increase their knowledge, skills and expertise, such feelings encourage employees to citizenship behavior and employee engagements. Therefore, whenever employees are restricted to use social media will hinder them to knowledge seeking or sharing, and it will lead to distress or less work engagement. Literature advocates restricted social media usage is linked with pessimistic outcomes like less innovation, leverage, creativity, engagement and involvement. It will not impact on employee engagement but organization productivity and performance.

Supervisor who allows employees social media usage create positive perception of workers which lead them to employee engagement, likewise whenever employees face restrictions for knowledge and sharing it will create the perception of prejudice, job dissatisfaction, disengagement, low productivity and decreased efficiency. According to Ivala and Gachago (2012), employee engagement can enhance through Web 2.0 tool and can increase employees' involvement and improve their interpersonal competences (Manca & Ranierit, 2013).

The findings indicate that there is strong support for the 1st hypothesis of the study.

5.1.2 Discussion on Question No. 2

Following the first question of the present study, another question of the study is:

Q2: Does Employee Psychological Well-being mediates the relationship of Employees Social Media Usage with Employees Engagement?

To answer the above question, hypothesis was formulated and tested.

H4: Employee psychological Wellbeing plays a mediating role between the Employees Social Media Usage and Employee Engagements.

The findings provide strongest relationship support for the acceptance of 2nd hypothesis, that the link between employees' social media usage and employees'

engagement is mediated by employees' psychological wellbeing. Employees' psychological wellbeing is the mediating path of employees social media usage to employees' engagement. As expected, the employees' psychological wellbeing factor most strongly mediated the relationship between employees social media usage and employees engagement.

Literature has evidence that employees' psychological wellbeing is an antecedent of engagement (Wright & Cropanzano, 2000) and a mediator by which employees social media usage tends to employees engagement. Research evidence suggests that high level of psychological well being will lead to high morale, mental health, job satisfaction, self-assurance etc, therefore, reducing well-being impact on disengagement and lower vigor (Fredrickson, 1998).

Past literature articulated that psychological wellbeing influence employees' engagement and commitment (Robertson & Birch, 2010), engagement can be higher if psychological well being is higher among employees, and similarly, engagement will be lower if psycho-social well-being will be reduced. Employees' Psychological well-being is the way through which Employee Social Media Usage leads to employees' engagement (Faragher et al., 2007).

Psychological wellbeing and engagement can be measured in terms of work relationships, work family balance, overburden work, reward and retention and job security. Employees' Psychological wellbeing level mediates the social media usage and employees' engagement. Employees who face high psychological wellbeing will lead workers to higher rank of job fulfillment, contentment, happiness, efficiency, and low Psychological Wellbeing tends to lead low engagement, satisfaction level in employees (Faragher et al., 2007).

In Pakistan, mostly organization do not care about employees' psychological wellbeing. Resultantly, bad mental health and disengagement compel employees to leave their jobs. However, innovative and creative organization understand the employees' needs and market competition and welcome to embrace change especially in private sector.

5.1.3 Discussion on Question No. 3

Another question of this study is already discussed in chapter 1, which is:

Q3: Does Climate for innovation moderates the link between Employees Social Media Usage and Employees engagement?

To answer the above question, hypothesis was formulated and tested.

H5: Climate for innovation moderates the link between employees social media usage and employee engagement.

It was assumed that Climate for innovation will moderate the relationship between employees social media usage and employee engagement. The findings provide strongest relationship support for the acceptance of 3rd hypothesis, that climate for innovation moderates between employees social media usage and employees engagement.

The results proved the moderating role of climate for innovation between employees' social media usage and employees' engagement. The results demonstrated that increasing climate for innovation strengthens the positive relationship of employees social media usage and employees engagement. The moderating role of climate for innovation is contended with previous studies where if employees get climate for innovation, an organizational culture which recognize the set standards and practices and it will aid to connect employees (Kuenzi & Scgminke, 2009).

Climate for innovation available offers flexibility, creativity, learning and innovation, where employees tends to embrace change and get rewarded through learning and development (Huang, 2005).

Increasing climate for innovation will stronger employees engagement (Klein & Sorra, 1996) the believe that there is no issue to engage employee, it can add to innovation, efficacy, performance, productivity and efficiency of the organization (Shalley, Zhou & Oldham, 2004).

5.2 Theoretical Implications

Past researches significantly contributed to social media usage and employees' engagement (Ivala & Gachago, 2012), however, present study adds existing literature revealing that knowledge, expertise, skills can enhance through climate for innovation. Employees' psychological wellbeing was used as a mediator that tend employees' social media usage to employees' engagement because it is in positive psychology and an antecedent of engagement. It was argued that climate for innovation is key indicator for creativity and innovation. The study reflects the level where employees perceive value and enhance his expertise by using social media usage and discuss and learn share new ideas and information. This study tested all theoretical model and assumption and established the relationship that Employees psychological well-being mediates the relation of employees' social media usage and employee engagement. Climate for innovation is used as a moderator which was tested in western context. The study also tested that whether this relationship will work in Pakistani context or not.

5.3 Practical Implications

Present study has numerous practical implications worthy for future research. It will help manager, researchers, practitioners, policy makers, individuals and organizations, to examine how employees' social media usage can link to employee engagement. This study suggests that social media usage can increase knowledge, creativity, innovation which will lead to organization performance, productivity and competitive advantage. It would be helpful to organization to analyze how to engage employees, how to increase performance and creativity. The study will enable organization to learn new technology and interfaces and compete with the market through social media usage. The current study will give hands-on knowledge how traditional organization can transform.

The previous studies have done in academia to test the problems of social media usage in academic institutions. Very limited studies have been done in Public or

private enterprise to examine its impact on employees. This study will provide room for future researchers to examine negative impacts of social media usage and employee engagement. Using the findings and results of this study, those employees can be recruit which have ability to learn new technologies and idea through social media usage and increase the organization productivity, profitability and efficiency. This study will help managers and supervisors to provide innovative environment for their employees.

This study will open new avenues for future researchers to work on this theoretical model. Unique results in context of Pakistani Culture can be another dimension of future researches.

5.4 Limitations

The present study has few inherent limitations. The sample size was small for two large metropolitan cities of Pakistan and it targeted only Private sector with sample size of 200 participants.

Employees' social media usage may have different impact in public and private organizations because of their bureaucratic and non-bureaucratic type of structures. Furthermore, increasing sample size may lead to entirely different outcome of the result.

The variables of scale of social media usage, psychological well-being, climate for innovation and employee engagement are examined through self-reported scales which can enhance. The study used Climate for innovation as a moderator, however replacing another moderator can change the results and analysis.

In addition, different industries may provide different results with increasing the sample size. Questionnaire was self-reported which can increase biasness. The study used "Climate for innovation" as moderator, whereas other variables can be used to see the buffering impact of other variable.

5.5 Future Research

Limitations can be used as future directions. Although study was an effort to minimize flaws but there are room available for future avenues. The results of the study indicate that they may differ if demographics are changed. It may provide different results if conducted in different industries. New researches can be conducted through changing mediator.

Empirical analysis is required to explore the level which can increase psychological wellbeing through social media. Theoretical and empirical investigation is required which could measure the impact of positive and negative impact of social media usage on employee engagement at work place.

However, other antecedents of employee engagement like job characteristics, support, reward and justice (Sak, 2006) can be used for future studies and need more attention to add in future research.

Whilst this study focuses on a specific industry where climate of innovation is critical for competitive advantage. The same study can be conducted in other sectors where employees have less opportunities for increasing their knowledge, creativity and innovation.

Future researches can investigate the impact of social media usage on employees' job satisfaction. It will add help to understand the complete notion of employee engagement and can be a good indicator for future studies. Furthermore, employees' psychological wellbeing may vary from employee to employee. An investigation of distinct employee may reveal that some employees have more likelihood to engage themselves through interactive internet tools than other employees who are least interested in social media usage.

5.6 Conclusion

The study contributes to emerging innovative organization and contributes in existing literature by revealing the degree at which employees' social media usage is

associated with employees engagement through the mediating role of Employees' Psychological wellbeing and moderating role of climate for innovation between employees social media usage and employees engagement. The evidence in this study illustrated that employees social media usage is associated with employee engagement through psychological wellbeing which articulate learning and development, expertise in employees and engage them at work place. The present study was study was conducted in Software houses of Rawalpindi and Islamabad. Data analysis showed there is a positive relation between employees social media usage and employees engagement. Employee engagement enhances employees' expectations, learning abilities, individual behaviors, dedication and devotion at work. All the results strongly supported three hypothesis. Employees' psychological wellbeing proved its mediating role between two variables that are employees social media usage and employees engagement. Findings proved that when employees will get climate for innovation they will enhance their innovative and creativity and such innovative climate is only possible through visionary supervisors. Employees social media usage is not distracting employees from work but can be used as an effective tool where individual and groups share new ideas and knowledge to increase their skills and expertise which result in organization performance, productivity and profitability.

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Appendix A

Dear Respondent,

I am MS research scholar at Capital University of Science & Technology, Islamabad. I am collecting data for research paper titled: Impact of Social Media on Employee Engagement Through Psychological Wellbeing: Climate for Innovation as a Moderator. It will take 10-15 minutes. I assure you data will be strictly kept confidential and will only be used for academic purposes.

Kindly fill this questionnaire thoughtfully and in case of any confusion contact me at my email.

I shall be thankful to you for your contribution for this study.

Yours Sincerely

Shaista Rehman

Please return filled questionnaire by soft/scanned copy at shaistarehmanak@gmail.com

Section 1: Demographics

	1	2
Gender	Male	Female

	1	2	3	4	5
Age	18-25	26-33	34-41	42-49	50-60

	1	2	3	4	5	6
Qualification	Matric	Inter	Bachelor	Master	MS/Mphil	PhD

	1	2	3	4	5
Experience (Years)	0-10	11-20	21-30	31-40	41 and Above

Section 2: Social Media Usage-Facebook Intensity (FBI)

Encircle: 1 = Strongly Disagree, 2 = Disagree, 3 = Not Sure, 4 = Agree, 5 = Strongly agree

1	Facebook is part of my everyday activity at work	1	2	3	4	5
2	I am proud to tell people I'm on Facebook at work	1	2	3	4	5
3	Facebook has become part of my daily routine at work	1	2	3	4	5
4	I feel out of touch when I haven't logged onto Facebook for a while at work	1	2	3	4	5
5	I feel I am part of the Facebook community at work	1	2	3	4	5
6	I would be sorry if Facebook shut down at work	1	2	3	4	5

Section 3: Psychological Wellbeing

1	I have confidence in my opinions, even if they are contrary to the general consensus.	1	2	3	4	5
2	In general, I feel I am in charge of the situation in which I live.	1	2	3	4	5
3	I think it is important to have new experiences that challenge how you think about yourself and the world.	1	2	3	4	5
4	People would describe me as a giving person, willing to share my time with others.	1	2	3	4	5
5	Some people wander aimlessly through life, but I am not one of them.	1	2	3	4	5
6	I like most aspects of my personality.	1	2	3	4	5

Section 4: Climate for Innovation

1	My supervisor encourages me to develop my ideas.	1	2	3	4	5
2	This organization is always moving towards the development of new answers.	1	2	3	4	5
3	People in the organization try new approaches to tasks.	1	2	3	4	5
4	People in the organization use tried-and-true approaches to tasks.	1	2	3	4	5

Section 5: Employee Engagement

1	At my work, I feel energetic.	1	2	3	4	5
2	At my job, I feel strong and vigorous.	1	2	3	4	5
3	When I get up in the morning, I look forward to going to work.	1	2	3	4	5
4	My job inspires me.	1	2	3	4	5
5	I am enthusiastic about my job.	1	2	3	4	5
6	I am proud of the work that I do.	1	2	3	4	5
7	I feel happy when I am working intensely.	1	2	3	4	5
8	I am engrossed in my work.	1	2	3	4	5
9	Time flies when I am working.	1	2	3	4	5

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