Master's Thesis of Public Administration

Impact of Social Media Usage on Employee Performance in Mass Media Sector in Sri Lanka With Reference to Rupavahini TV Corporation of Sri Lanka

스리랑카 매스 미디어 부문의 직원 성과에 대한 소셜 미디어 사용의 영향: 스리랑카의 Rupavahini TV Corporation 사례 분석

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Abstract

Organizations are progressively inquisitive about adjusting social media for their commercial forms, because it is causing noteworthy alter within the working environment. The objective of utilization of social media at office may shift, but the major objective is to create social systems and allow sharing data. The impact of utilization of social media on employee′s work performance at Sri Lanka Rupavahini TV Organization, the country's national TV, and the interceding impact of an organizational structure are designed to be investigated in this experimental consider. New media is becoming increasingly strong and popular as the media industry in Sri Lanka undergoes daily revolution. This has also had a significant impact on changing the media landscape, leading to increased engagement and activity on social media in particular. Social media has demonstrated that, in the context of Sri Lankan media, the media is indeed the fourth branch of government in any nation.

Therefore, establishing a link between social media use and how it affects employees' performance, particularly on the national broadcast, would pave the way for major developments in Sri Lanka's media landscape. In order to investigate the relationship between these two factors, the research set out to determine the answers to these questions. Does the use of social media affect the performance of employees in Sri Lanka's media industry? What percentage of Sri Lanka Rupavahini TV Corporation employees uses social media? What objectives do the SLRC staff members have when using social media? What impact do social media platforms have on SLRC employees' performance?

The research was set to use a quantitative approach that included survey questionnaires. Chi Square analysis was used to evaluate data from roughly 85–100 significant surveys. The sample of Rupavahini Staff included 89 respondents, or 89 %, of the actual responder rate. The study's conclusions showed a strong correlation between SLRC employees' performance and their use of social media. However, it has demonstrated that there is no direct correlation between employee satisfaction and social media use. Additionally, it was made clear that SLRC management needs to take decisive action to resolve problems relating to Rupavahini TV personnel' use of social media and job satisfaction. The results of this study are extremely important since they came from the top media organization in Sri Lanka and were conducted by a member of staff at that organization who was studying in public administration at Seoul National University, one of the top universities in the world. As a result, the research will serve as a guide and assist shape the media landscape in Sri Lanka while also providing policymakers with an opportunity to carefully consider the research's conclusions and take necessary action.

Key Words: Social Media, Employee Performance, Rupavahini TV, Chi Square

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Chapter 1: Introduction

1.1. Introduction to the Research

Today, we live in a world that information become readily available due to the advancements of new technology. With fast and rapid developments with new technology, new inventions especially in the communication sector take place in a constant environment. As a result, new tools of modern communication are emerging, shaping our lives in new directions. It has altered how people live today and made communication simpler. It enables the exchange of data, images, and movies that have been created by users. Different types of social media platforms exist, including business forums, blogs, podcasts, photo sharing, micro blogs, weblogs, product/service reviews, and more.

Social Media is defined as:

> *"A group of Internet-based applications that build on the ideological and technological foundations of Web 2.0 and that allow the creation and exchange of user-generated content"*.[1]

Internet-based social media is a form of communication. Through social media platforms, users can have discussions, exchange information, and create material for the web. The fact that so many users have been able to successfully traverse the social media environment shows that these tools have the potential to yield excellent results. Many governments and public institutions, like the European Union, use Face-Book, Twitter, and other platforms to promote a feeling of European identity among their citizens. For instance, Barack Obama's campaign in United States for president, which ended with his first victory in 2008, heavily relied on social media communications. Entertainment industry celebrities, like Britney Spears, have built their whole communication strategy around social media.

Social media in present context is playing a decisive and significant role. Today, our day today lives are being heavily influenced by social media. Hence, every individual is affected in many different ways when information is posted or shared on social media. Social media allows people to interact in ways we never would have thought possible before. It's simple to stay informed about someone's life by sending them a brief message by computer, smart phone, or even email. Communicating on social media enables one to do so in both their

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[1] Kaplan, A. M. (2015). Social Media, the Digital Revolution, and the Business of Media. *International Journal on Media Management , 17* (4), 197-199.

professional and personal lives. E-commerce is currently the most well-liked online buying platform and it helps both buyers and sellers by making transactions easier. Social media is significant because it enables people to connect, cultivate, and interact with your intended audience wherever they may be. A company can always use social media platforms to build awareness of the brand, leads, sales, and money if it can use it to engage with its audience. Businesses always like to utilize social media to promote brands, connect with customers, market products, and support new enterprises. Social networking, as a communication tool, promotes consumer feedback and makes it easy for individuals to share their experiences with companies. Businesses can handle client difficulties, react quickly to positive and negative comments, and maintain or reestablish customer confidence.

Social media platforms have become more efficient and efficient ways of information delivery overtaking the traditional main stream media. The amount of people using social media exceeds 4.7 billion with over 59 percent of entire global population. Studies suggest that 9 in every 10 internet users utilize social media flat forms each month. Therefore, social media has become one of the best platforms to share information, communicate with each other and in the perspective of the institutional level; it enables to better communication and maintain sound relationships among stakeholders in the entities resulting of enhancing employee and organizational performance.

Sri Lanka also has aound 8.2 million social media users among the overall 21.54 million population in 2022 (Kemp, 2022). It reveals that there has been increase of 300 thousand new users between the year 2021-2022 in Sri Lanka. Sri Lanka had a 91.9% adult literacy rate, according to UNESCO. With a youth literacy rate of 98.86%, the nation is rated sixth in the world. The literacy rate for men is 92.98%, while it is 90.97% for women. With a female female literacy of 99.15% contrasted to a male literacy of 98.55%, females among young people have a greater literacy rate than boys. Government spending on education accounted for 14.5% of total spending in 2017 (Sawe, 2019).

Using social networks for social purposes involves exchanging personal details in a friendly setting and obtaining emotional and social support through into the expression of one's individuality. Employees established digital communication and social engagement when they used social networking sites for social-related goals. Social media use among employees was motivated mostly by a desire to track the market and secondarily by a desire to stay in touch with clients. Social media use for work is revealed to have a beneficial impact on job performance of employees. People are increasingly adapted to new social media environment and the social media tools have become important aspects of the human's day today's life.

As a result, many of organizations around the world have encouraged their employees to use and utilize social media both inside and outside of the organizations in building better connectivity and establishing social relationships that would help to booster personal and official environments respectively. The benefits that derive from the usage of social media are also enormous. Small and medium level businesses and organizations have largely benefited from utilizing different methods of social media especially for marketing purposes. Social media can be used as a medium that helps to communicate and collaborate among different level of employees of an organization. On the other hand, it is a must to employ a strategy that will help to avoid misusage of social media by that will affect the organizational overall performance.

The Ministry of Mass Media in Sri Lanka under the Right to Information Act, passed by the Parliament and put into effect on August 4th, 2016, is to execute national interest of the public entrusting fair media freedom elsewhere in the country. This Act went into effect on February 3, 2017, and it was created with the primary goal of implementing the basics of democracy and good governance in the nation by guaranteeing the people's right to access official government information and creating an honest and accountable public sector.

Recognizing these values of the state, as the State television channel, Sri Lanka Rupavahini TV Corporation (SLRC), is the leading the mass communication sector in Sri Lanka. The public entity, SLRC consists of around 850 employees representing the different level of strata of the organization at the main office. Although it is being public organization, Sri Lanka Rupavahini Corporation is heavily competing among other media channels in the country in a rapidly developing media environment. As the channel continues to grow being one of the first television channels in Sri Lanka having stated in 1982, SLRC seeks new drives through new dimension of technology. Social Media has become one of the key factors in this regard.

As internet usage grows in Sri Lanka, it is altering how and how much individuals perceive and consume news and current events. Online usage is much more prevalent among younger people, with the 15 to 24 age group dominating (57%) and the 25 to 34 age group coming in second (59%). With advancing age, usage drops off significantly.

Sri Lanka's Central Bank Annual Report 2019 (which provides a data-driven analysis of the condition of the economy), which claims that internet access stood at 61.5 per 100 people by the end of 2019 shows significant facts about the youth involvement in social media. For every 100 people, there have been 150.8 registered mobile phone subscriptions as of the same day. Other data analysts estimate that close to 50% of the population uses the internet in total. By the end of 2019, 47% of Sri Lanka's population is expected to be online, according to We

Are Social, a global platform that follows trends in digital change (Gunawardene & Ranawana, 2020).

The use of social media by major international media outlets like the BBC, CNN, Al Jazeera, NHK, and many more has a big impact on the media industry worldwide. This is because these platforms help these outlets reach their audiences much more effectively. As a result, users of these social media sites are better suited to reap the benefits of using them. However, the use of such social media sites in nations like Sri Lanka is in question and has various implications. The reason for this is because many users in underdeveloped nations do not use social media to profit from it and improve their experience and performance.

The SLRC is dedicated to offering devoted service with the aims of increasing the appeal of relevant television programs, reaching viewers more successfully, and enhancing the physical infrastructure and performance of the institute's human resources. The firm is very committed to adapting and improving in the face of enormous competition that poses numerous difficulties. The improvement of employee performance will be a vital aspect in utilizing the organization's human resources in a favorable way. As a result, this study will try to concentrate on how social media affects employees' performance.

1.2 Problem Statement

There is huge space for the spread of social media usage among business and even communication sector in the current context. Many public and private entities use social media platforms to expand their activities on businesses and institutions, especially on operational structures. Using social media could result in noticeably higher performance. According to Fahmy's research (Fahmy, 2009); social media users make 9% more money at work than non-users. Social workers perform significantly better in businesses because they are able to interact with colleagues and clarify problems. Thanks to social media, they are in constant contact with other people. Fahmy also discovered that employees who routinely used the internet for personal reasons had better attention 70% of the time. Taking brief breaks while online is said to give the brain a welcome opportunity for refreshment and restoration.

Extremely poor customer service is the main issue, which has a number of underlying factors, including poor personnel performance. Social media has developed into a very effective instrument for social interaction and communication especially in recent decades. Organizations like SLRC have taken the initiative to participate in the social media,

recognizing the importance and value. The usage of Social media by employees is an excessive force that has a variety of detrimental impacts on the organizational context, including lost productivity and social platforms addictions, which can further reduce customer service quality. Additionally, if handled correctly, it can offer a possibility to raise staff productivity, decrease the cost for hiring online, increase employee knowledge, and finally resolve the service delivery issue.

Employee engagement is characterized as a state of enthusiasm for one's work, which can even exist in the lack of commitment. Employees can join specific work groups on business social media sites like LinkedIn to connect with others in their industry, according to Trinet (2016). By doing this, staff employees can gain more information and learn new, innovative ways to solve challenges at work and keep current with industry trends. As a result of feeling invested in the business, employees are more likely to be creative and productive.

As the Association of Business Executives (Executives, 2012) expresses, motivation is being concerned with the causes of individual's behaviors (or inactions). The act of being motivated involves choosing one course of action over another in order to achieve a desired outcome. A motive is considered to be a need or driving force inside of a person. They continued by explaining that because different stimuli have varying impacts on various individuals, managers in industrialized countries often focus on praise, difficult work, and interesting work as motivators. According to the Association of Business Executives (2012), Moonman asserted that communication is regarded to be the act of conveying information to another person or group of individuals, whether consciously or unconsciously, and has the potential to provoke an emotional response. McAfee (2006) stated that the widespread use of social media in the workplace has enabled businesses to communicate and exchange information that was previously unachievable. It's critical to keep in mind that improving employee work performance requires knowledge management and effective communication.

Development is the expansion or realization of a person's abilities through conscious or unconscious learning, and training is a planned process to change knowledge, skills, attitude, or behavior through experiences of learning to achieve very effective performance, according to the Association of Business Executives (2012). Knowledge, Skills, performance and motivation are among the factors influencing employee performance. The organization can enhance these elements through development and training. Employers may make the most of social media by engaging with staff members to inspire them, develop their skills and expertise, and increase performance as a whole.

The problems that social media use presents have an immediate effect on how well employees perform at work. Social networking has the capacity to be dangerous. One of the primary problems with social media use's impact on employee performance is the problem of interruption of production process. The wide argument is that when people communicate using social media during working hours, it disrupts the production process. According to a Nucleus study (Wilson, 2015), Wilson, using Facebook at workplace reduces performance by 1.5%. If new social networks, like Twitter, are incorporated, the percentage rises from 1.5, which poses a problem for employers because performance would be drastically reduced. This must be of utmost importance to the staff given that it significantly affects profitability and the general operation of the business.

Despite the fact that it is clear that people on social media who are active retain their ties with each other, being popular on social networks would be dangerous or hazardous due to addiction and abusive communication. Issues of performance issues can also arise in two separate and different scenarios: firstly, when they conflict with work duties; and second, when the workplace as a whole experiences malware infection and network delay. As a result, a slow office network could cause the work process to become very slow, which would affect performance. The slow network has an influence on the workforce. According to Peckock (Peacock, 2008), staff members are worried that using websites while work hours will lower performance and expose the company to more security risks.

The primary internal difficulty, according to Papworth (Papworth, 2009), is how employees use social media during work hours. According to his data, companies are worried about employees using social networks for personal rather than professional reasons. By networking during working hours, you'll slow down how quickly the production process moves. The idea isn't to forbid employees from using social media; rather, it's to encourage them to do it in their personal time and avoid combining it with work. David Smallwood in a study by O'Brian (2015), an addiction specialist from of the British Media Journal, stated that social networking sites encourage an unhealthful competitive nature about popularity as well as insecurities and an unhealthy obsession with amassing a large number of friends among vulnerable groups. The argument continues by claiming that having more friends of Face book makes you more stressed out. This is because most people only have enough emotional stamina for three or four close friends. As a result of this stress, the employee's performance at work will suffer because they won't be in a stable psychological condition.

Employees that are obsessed with using social media may have low self-esteem. The purpose of using social networks is to increase self-esteem, if there are any negative repercussions,

they will have a detrimental impact on the person's psychological well-being and affect how well they perform at work. Additionally, the generally mundane and dimly illuminated lives of the populace do not correspond with the addictive feed of exotic excursions, fitness models, and events of photo-perfect generated from social media usage. People that use social media are mostly worried about unrealistic situations. According to a study conducted by the Royal Society of Public Health (RSPH) in 2016, social media use is a factor in mental health concerns like anxiety, sadness, insomnia, and body image difficulties. All of these psychological problems have an impact on how well employees perform at their jobs.

In addition to the aforementioned issues, social media has a significant propensity for addiction, and those who get hooked on it frequently neglect their personal life in favor of mental preoccupation, mood-altering activities and escapism. It goes without saying that an employee whose personal social media use is keeping them from focusing at work would find it difficult to do their specialized job. Makanda reports that the typical social media user uses the site for eight hours every day (2015). Keep in mind that this period does not merely consist of study or sleep time. He makes more of an argument for social media's addictive character by citing a research by Bergen University that revealed it stimulates the same brain areas as drugs.

Despite claims to the contrary, social media occasionally may not lead to better interactions. The medium that is frequently utilized for communications has the power to ruin the organization's employee relations. Cyber bullying is a problem that exists in the current world. Cyber bullying is the act of bullying someone through internet communication, usually by sending them scary or threatening messages. Coworkers may bully or communicate negatively with one another, which will negatively impact teamwork and collaboration and impede organizational performance.

The friending of subordinates by administrative staff members can also be dangerous. Through social media, a business may learn about things that are unlawful or could be cause for concern, such drug use or binge drinking. There will be a loss of trust between the two parties, whether it is the managerial staff or the subordinates who are discovered to be lacking. It is evident that no leader pays willingness to supervise drug addicts, and employee do not feel even safe being led by a manager who is continually engaging in potentially problematic behavior that has an impact on the employment relationship. An employer may be able to learn information about just sexual orientation of the employee, medical history, or religious beliefs. If confidential information was utilized to make a bad hiring decision, it can damage the working relationship. Employers should limit employees' ability to friend their superiors or anyone with whom they work closely, but they shouldn't forbid employees from friending

their coworkers. The workforce would now feel nervous using social media as they think the company is constantly watching them.

With the challenges and threat identified and also the everlasting benefits obtained from the usage of social media, there is a necessity of examining the impact of social media usage on employee performance in the mass media sector in Sri Lanka as social media can be applied for this sector to enhance the quality of services they provided. Although social media has grown in popularity as a communication tool in the twenty-first era, Sri Lanka hasn't seen a lot of research on how it influences employee performance.

According to academic research, social media sites' growing popularity and use in the workplace provide a variety of issues and difficulties for employers. It is also become more difficult to monitor social media use when an employee is at work or around coworkers. Due to this conundrum, employees frequently engage in unproductive activities on the websites, such as building personal networks, keeping up with friends and family, reading sports scores, streaming, and downloading music and films.

The need to increase employee performance in order to increase revenues and reduce resource waste is one of the issues facing business today. Therefore, the purpose of this study was to examine how Sri Lanka's Rupavahini TV Corporation used social media and how that affected employee performance.

1.3 Research Question

With the above statement of the problem identified, it can be concluded that there is a need for paying attention on the usage of social media in the mass media sector which paved the way to investigate the research problem whether the use of social media contributes to the employee performance of mass media sector in Sri Lanka based on the special reference to officers in Sri Lanka Rupavahini Corporation. Based on the above problem statement, the following research questions are developed.

- ❖ Does social media usage impact on employee performance in mass media sector in Sri Lanka?

- ❖ What is the extent of use of social media in Sri Lanka Rupavahini TV Corporation?

❖ What purposes do the employees of SLRC use social media?

❖ What influence do social media have on employees' performance in SLRC?

1.4 Objectives of the Study

This research aims to accomplish the following objectives.

- To study the relationship between social media usage and employee performance in mass media sector.

- To analyze the impact of dimensions of social media usage on employee performance.

1.5 Scope of the Study & Significance

The research study will focus to find and evaluate the impact of use of Social on employee performance in Sri Lanka Rupavahini TV Coporation, the National Television of Sri Lanka. The research will be conducted with the primary aim of finding the knowledge how social media is playing a role especially in the telecommunication sector.

The main objective is to understand the relationship between usage of social media (independent variable) and the employee's performance (dependent variable). Work performance, knowledge transfer and social media experience will measure the level of trust, shared vision and networking ability will be measured by knowledge transfer respectively. Target group for the research will be senior level management, production staff including engineering and other technical staff representing all levels of staff of the SLRC working employees.

The Study also attempts to fill the gap by concentrating the impact of social media platforms on SLRC's employees. It will also try to look at some other factors including employee's attitude towards work environment, team work, job satisfaction and loyalty to the organization. These factors are key determinants of the researcher. According to some

scholars, social media allows people to interact with each other allowing them to share their personal information through various kinds of platforms. Sometime users of social media also restrict certain information that they do not like to share with others who are out of their close circle such as strangers and people whom they do not familiar with.

There is very limited number of researches carried out to find the relationship between the use of social media and level of employee's performance in Sri Lanka. This study which aims at a media institution of Sri Lanka will be even significant since no suggestion is evident in proving such research has taken place especially in the media sector in Sri Lanka. The results of the research will help SLRC management to determine the best strategies to limit the risks that use of social media poses to the institutions The findings also help us understand and analyze decisions about employee access to social media and identify potential improvements. The results are also very helpful for Sri Lanka Rupavahini Corporation's management to take steps to address areas in need of improvement.

Employees who use social media at work can begin to learn how they become brand representatives for the company. Employees can use the results of this survey to proactively change the way they work and their attitudes to move the company forward. The results of the survey will also help policy makers across the country understand the opportunities and issues that social media presents in relation to the subject of the survey.

Social networking is believed to have a considerable effect on an employee's performance, according to past research. The goal of this study is to assess how Sri Lanka Rupavahini TV Corporation personnel use social media in connection to their job performance. Finding out how effectively SLRC employees use social media to accomplish predetermined organizational goals is the study's main objective.

Chapter 2: Theories and Literature Review

2.1. Theories and Concepts

Different theories and concepts in relation to the social media usage have been elaborated by different scholars in different researches. The development of a new media network made possible by social media sites such as Face book and Twitter can be attributed to them. On this platform, people can build high awareness levels by connecting with others, making new friends, and accessing information that may be crucial to their income and employment and working environments in various ways. This study's objective is to learn how employees feel about how social networking sites affect their productivity. The social media has a number of advantages or benefits, including knowledge sharing, the capacity to store organizational knowledge in easily accessible ways, the proper use of computer-assisted communication technology, and enhanced performance.

Due to the complicated and ever-changing nature of the present operating environment, which includes international coworkers, clients, and suppliers social media platforms have gained importance. Business processes frequently get complex, necessitating automation because employees seem to be not consistently able to complete their assigned tasks within the allotted timeframe.

This section evaluates existing research on the impact of the use of social media on work performance. It also examines earlier research that serves as a solid foundation for the current investigation. The chapter also examines pertinent social media usage ideas and the theoretical foundation of the study.

2.1.1 The Uses and Gratification Theory

The Uses and Gratification Theory (UGT) was a mass communication theory (Eighmey & McCord, 1998) that was used to study customer behavior in conventional media. It describes the origins of the social and psychological needs that fueled media expectations, resulting in diverse patterns of media presence or involvement in other activities that met the needs.[2]

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[2] Katz, E. (1973). Uses and gratification research. *Public Opinion Quarterly , 37* (4), 509–523.

Uses and Gratifications Theory (UGT) by Eighmey and McCord (1998), has became a main theory of communication that came carried out to traditional media to understand behavior of the customers. Makes use of and Gratifications principle defined the start of social and mental desires that generated expectations of the media, for this reason created distinct types of media publicity or involvement in special sports that bring about pleasure of desires. Therefore UGT has gained in the area of social media research, in particular within side the vicinity of satisfaction of customers (Dholakia, Bagozzi, & Pearo, 2004). Various scholars have also tried to use this theory to describe social media usage of individuals as well. It has also been revealed that social media positively influences the performances gains of different organizations and theory of UGT has helped to explain why individuals select and respond in different ways of media and information when facing with different options to communicate. UGT explaining the behavior of users was that individuals' rationale needs motivate the use of media on a self conscious and selective manner.

In organizations, application of social media can be seen either social or work related matters (Gonzalez, Leidner, Riemenschneider, & Koch, 2013). WeChat, very famous communication method used in China, for case, came constantly applied in Chinese businesses (Zhang, He, Gao, & Ni, 2018). In Taiwan, apps like Line and face book Messenger are regularly applied in matters that relate to work. (Liang, Xin, Yan, & Jianxiang, 2020) based on the theory of UGT conceptualized the needs of employees in using social media into two dimensional frameworks: social-oriented and work-oriented. Studies confirmed that employees could utilize social media platforms for these two dimensions, either social or work. The social media usage helps to promote job satisfaction while uses of it motivate the performance level of employees.

Social-oriented social media utilization have become described as using social media to shape new social interactions, together with establishing new pals, figuring out people with same interests, and maintaining and widening existing friends and clients. Work-oriented social media utilization have become described as the usage of social media to talk approximately art of work with coworkers or exchanging documents and records within the different organizational capacities. Due to the fact that the UGT establishes a link between usages of choices outcomes, the theory would be considered as a framework in understanding relationship between performance and motivation in the usage of social media (Stafford, Stafford, & Schkade, 2004).

Satisfactions of employees have been achieved, as it described by UGT, when employees selected a specific media that met their interests. Social media has always had

a massive impact on place of job or commercial enterprise on communication and managerial aspects. Previous research has tested that the usage of social media within the workplace can assist with inner know-how management, communique efficiency, or even artwork performance (Korzynski, 2014). As a result, this examine constructed at the art work of Liang M (Liang M. , Xin, Yan, & Jianxiang, 2020) with the aid of using classifying the types of social media use for employees and investigating how social media trends affected work performance.

2.1.2 The Media Synchronizing Theory (MST)

Dennis and others (Dennis, Fuller, & Valacich, 2008) proposed the Media Synchronizing Theory (MST), which claimed that after human beings labored together, they were synchronized. In line with Media Synchronicity theory, there are five intention competencies that may have an effect on synchronization:

- Transmission speed: duration of time that media takes to send messages.
- Parallel processing: refers back to the ability of a medium to switch messages from numerous senders on the equal time.
- Symbol diversity: the amount of ways in which information can be conveyed.
- Rehearsal: the extent to which the communication medium allows senders to practice or fine-tune messages before transmitting them; and
- Re-processing refers to the ability of the recipient to recheck or reprocess messages.

They additionally suggested that all duties are made from two different processes of communication: conveyance and convergence. The conveyance way is involved with the interchange of massive quantities of new data, whilst the convergence device is dealt with reaching an agreement on formerly processed records. For you to reap maximum appropriate communication performance, Media Synchronicity concept seeks to set up match between communication processes and different media capabilities. Media Synchronicity idea tested the variations within side the communication exchange approach and the diploma to which human beings should be worried within side the transmission and processing of messages so as for verbal exchange to be successful, further to explaining how special media talents affected the effectiveness of conversation.

2.2 Social Media Usage and Employee Performance

Several scientific journals have been reviewed in connection with this study. This includes previous research on employee performance management, its components, and the impact of social media on employee performance.

According to Somani and Gupta (Somani & Gupta, 2012), many businesses find it difficult to retain their staff members motivated and interested in their everyday tasks. Companies take these measures because employee motivation and hard effort are essential to staff performance, the supply of goods and services, and image. The company keeps open lines of communication with its staff in order to track employee performance. Social networking sites have become like everyone's daily diary. Businesses should evaluate how their employees use social media and keep an eye on performance. Create unofficial social networking groups to quickly exchange business information, allow staff to take part in company activities, conduct performance evaluations, and more.

Apparently, C. Purdy (Ashraf & Javed, 2014), sending emails and letters to employees was a pretty simple process for businesses. As a result of everyone's obsession with social networks, this scenario has changed. Social media is still being used by businesses to keep staff members informed of internal events and news. Businesses can utilize these platforms as training learning tools to enhance employee work performance by keeping an eye on employee behavior that might have an impact on performance, disseminating real-time information, increasing knowledge, and expanding knowledge to advance his social networking communication technologies.

Jim Flynn's (Ashraf & Javed, 2014) research demonstrates how social networks enhance skills, motivation, worker knowledge, and sense of connection with the business, impacting performance. Social media users share articles about businesses in groups, some of which may or may not be malevolent. These tales may improve or worsen employee performance. When it comes to who can write about them, post information about them on social media, how much information can be released, and to whom, organizations establish policies.

According to Sien Avalos (Ashraf & Javed, 2014), firms manage performance by grouping employees into five categories based on how they respond to social media and by creating programs for staff members. They are;
- Artists (employees who provide ideas for status updates),

- A critic (a person who evaluates and criticizes the ideas of others in order to perfectly realize the ideas),
- A collector (someone who scans the environment and gathers good information),
- Onlookers (these are silent her leaders who can follow the ideas and strategies of other workers)
- Passive (those who do nothing on their own initiative and obediently obey orders.

Collins and Clark (Collins & Clark, 2009) discovered that top management's utilization of social networks gives businesses a competitive advantage. They contend that businesses purposefully create social networks through HR to keep tabs on the effectiveness of HR. This tactic boosts worker output and forges a solid relationship between senior management and staff.

A study by T. E. Bosch (Bosch, 2009) found that companies are developing social network-based employee training programs that enable HR staff to educate, learn, and share information in real time while providing feedback. These performance training methods have a huge impact on people's performance. Liu and Lee (Liu & Lee, 2010) argues that workers' information on social networks is directly linked to their performance and helps filter performance. Companies use social media to develop HR policies.

In an organizational setting, performance refers to how much a group's members contribute to attaining the group's goals. Performance is the execution of a certain task as measured by specified and well-known standards for completeness, correctness, speed, and cost, according to Allworth and Hesketh (Allworth & Hesketh, 2002). Organizations have specific goals they want to achieve. Because they directly carry out tasks that enhance an organization's goals, employees are crucial resources. Employees are responsible for a variety of tasks, including marketing, manufacturing, warehousing, purchasing, finance, accounting and sales, research, public relations and human resources.

Education, inspiration, commitment, compensation, management procedures, and promotions and benefit plans, are just a few examples of the things that make sure that employees work honestly and try their best to complete their duties. We have an obligation to inspire. The two types of employee behavior that Borman and Motowild (Musara, 2018) identified as crucial to the effectiveness of organization are contextual performance and task performance. According to Werner (Werner, 2000), finishing a task is an action that directly adds to the

production of a good, service, or activity. Individual attempts without context are referred to as directly connect to the worker's primary responsibilities. Two additional behaviors, namely counterproductive behavior and adaptive behavior, are also mentioned by Koopmans and others.[3] Contrarily, ineffective behavior refers to any planned or unintentional behavior that could harm the organization's goals. Adoptive behavior calls for continual education to keep up with trends, particularly those in social media. The four performance variables of performance, knowledge, ability/skills and motivation are directly impacted by social media, which has an immediate effect on all of an employee's often occurring activities.

Improved worker overall performance also frequently has favorable effects for the company and subsequently helps it reach its objectives. The benefits of excessive performance include improved performance at work, a tendency for mental health issues to improve, employee satisfaction, a sense of teamwork among employees and an increase in employee involvement, income and market share for the company, income enhancement and an increase in exceptional and quantity of production. Companies need to be careful when dealing with factors such as social media that can have both positive and negative effects on employee performance. Social media has an economic impact on organizations because it can be used to improve performance or, as their search above shows, it can have a negative impact. This is because social media is becoming an integral part of many people's lives.

The research takes a more scientific and systematic approach once particular theories and concepts are being considered in the field of areas that a particular research has been carried out. These theories and concepts help to establish rationale for the subject of matter. Sometimes the researcher may consider one of different theories and approaches or few throughout the research. Uses and Gratifications Theory (UGT) by Eighmey and McCord (Eighmey & McCord, 1998), 1998 and Dennis and others' (Dennis, Fuller, & Valacich, 2008) Media Synchronizing Theory (MST), will be in use with some other theories that relate to the field of media including Joseph Nye's idea of soft power which deals with social media phenomenon are worthy to be explored when such research especially on the usage of social media carried out and its functions as a tool. There are some others theories have also been established in the field, and many of them directly deal with the usage of the social media and others link with business scope.

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[3] Koopmans, L., Bernaads, Hilderbrandt, V., Van Buurenn, S., Van, D. B., & De Vet, H. (2013). Development of an individual work performance questionnaire. *International Journal of Productivity and Performance Management* , 6-26.

The use of social media at work also helps create a collaborative learning environment in an organization's social system. There, difficulties and challenges are resolved together. Outcomes are shared with other employees (Musara, 2018). Social media also makes it harder for employees to mentally separate work and personal life.

Social media networks give the chance for individuals and employees to become more communicable and interactive. It means that employees can participate in work tasks in a flexible and coordinated way. Employees can use social media to communicate in informal forums, making them happier and sharing a common vision (Barger & Labrecque, 2013). Internal social media, according to DiMicco and others, (Musara, 2018), provides employees with a sense of motivation to strengthen and improve weaker links. He also claimed that employees can utilize social media to connect with coworkers they are unfamiliar with, hence enhancing teamwork and collaboration.

The platform of Social media compels employees to continually express their emotions like happiness and frustration, allowing firms to make hasty decisions based on incomplete information. This means that staff should be working or monitoring communication at all times. What does it mean to have a bad attitude about work?

Despite the many benefits of social media, many users are said to be obsessed with the Internet, where their use in the workplace cannot be controlled as needed (Chen, 2010). Many people also use the Internet and social media to support their professional work, distorting the overall picture of their ability to perform their jobs. They also suggest that the use of the Internet and social media in the workplace affects socializing because people find it difficult to communicate with each other when they are away from the computer (Chen, 2010). It is also widely believed that the characteristics of social networks have a significant impact on job performance, and employees may receive positive enhancements from such networks, most of them in performance and ability to achieve goals. It has a negative impact.

IT systems and social media, according to Kar (2016), allow employees to network and share information. Employees and organizations can contribute ideas, future plans, updated information, and engage with senior management on a more personal level. As a result of this collaborative work environment will develop. Employees can use social media to communicate in informal forums, making them happier and sharing a common vision (Barger & Labrecque, 2013).

Current and new employees can learn new things through social media. They exchange ideas with older employees and blog on important topics as Koch and others (2011) suggest (Jong, Chen, Ruangkanjanases, & Chang, 2021). Current usage of social media also interacts with employees that they not feel to leave office soon, keeping their interest to stay at work place longer. Organizations are now able to manage workplace knowledge and share information via social media (McAfee, 2006).

This section attempts to review the literature already established in the field that the researcher attempts to focus on which is the relationship of use of social media and the effect on the level of employee's job performance. This also discusses the challenges organizations face when developing social media strategies. It also describes how businesses can mitigate the risk of using social media at work. It will also focus on employee job satisfaction and employee involvement in the organizational structure.

2.3 Research Gap

In the domain of social media and its effect on job performance, numerous studies have been conducted globally. According to the information, Sri Lanka has conducted very little, or occasionally none at all, legitimate academic study in this area. Therefore, this study, which examines how social media use affects job performance in Sri Lanka's mass communication sector with reference to Rupavahini TV Corporation, the country's largest public television network, will contribute to advancing academic understanding in this field of study.

Chapter 3: Research Methodology

3.1. Conceptual Framework

This chapter focused on the study's methodology and research strategy. The study location, population sample, size of the sample, data collection techniques, instrumentation, and ethical issues are all included in this chapter.

The perceived benefits of social media in the workplace have been highlighted by numerous surveys, including improved knowledge, communication networks and skill sharing networks, higher morale, networks for informal learning, and improved job satisfaction. The researcher attempts to research the relationship between the employee performance and social media usage of Sri Lanka Rupavahini Corporation, National Television of Sri Lanka.

3.2 Research Hypothesis

The theoretical and conceptual underpinnings of this research are provided by social media, job performance, and organizational structure. The ways in which people communicate and share information online have altered thanks to social media platforms. Additionally, Web 2.0 technology facilitates communication and information exchange between businesses and clients via Facebook, WhatsApp, wikis, podcasts, and blogs, (Usher, 2011). Social media is used in a range of organizational systems in different ways. It has benefits and drawbacks, in other words. The impact of the organization's structure is consequently perceived and understood differently by each employee. Based on the research existing literature and questions, following hypothesis has been formulated.

- H_1: There is positive significant relationship between social media usage and employee performance.

The accomplishment of organizational goals depends critically on organizational structure. The goal of a company is to improve performance through the use of effective structures. A dynamic organizational structure enables employees to work independently and deliver results that meet the expectations of their clients. Such organizational structures allow for a proactive role and improve employee work performance (Shafiee, Zeymaran, & Razminia, 2016).

Between the organization and its audience, social media fosters a direct and prompt contact. Employees are keeping their connections through social media, which helps with problem solving quickly and effectively. But only a small number of businesses are successful in these kinds of connections. Since numerous structural design components limits staff (Kjaerulff, 2015). In order to keep their organizational structures current, organizations are forced to get more involved in social media and adopt new social media apps as they emerge. Organizations are eager to understand its successful utilization and are interested in doing so.

- H_2: There is a positive significant relationship between extent of use and employee performance.

The study's goal is to give proof that there is a highly positive and significant association between the level of social media use and employee performance. Several studies in various contexts have demonstrated a link between the level of use of social media and employee performance. This research's empirical findings are also directing the way to determine how the level of social media use in Sri Lanka Rupavahini TV Corporation has a positive significant association with employee performance in the firm.

- H_3: There is a positive significant relationship between perceived ease of use and employee performance.

The study is also looking for a link between two categorical variables, ease of use of social media and employee performance. The study will demonstrate that there is a positive, statistically significant association between these two variables in SLRC.

- H_4: There is a positive significant relationship between purpose of use and employee performance.

Previous research has shown that there is a favorable, significant association between the purpose of social media use and employee performance level. In this study, the researcher aims to identify the relationship between these two categorical factors and how the goal of using social media connects to employee performance in Sri Lanka Rupavahini Corporation.

- H_5: There is a positive significant relationship between social attributes and employee performance.

Another aspect of the research is to determine how social traits relate to employee performance in an organizational context. The purpose of this study is to determine how social attributes positively and significantly connect to employee performance on national television.

- H_6: There is a positive significant relationship between organizational support and employee performance.

According to research, organizational support has a favorable and significant association with employee performance within the organizational structure. This research also seeks to establish a link between two categorical variables of organizational support and SLRC employee performance.

3.3 Operationalization

In order to achieve the set objectives of this study, the identified variables are measured in following way.

Table 3.1

Variable	Dimension	Measurement	Way of Measure
Demographic Factors	Gender	Male, Female	Through questionnaire
	Marital Status	Married, Single, Widow, Divorce	
	Age	In years	
	Educational level	O/L, A/L, Degree, Master and above	
	Designation at Work	Positions as per organizational structure of SLRC	
	Work Experience	In years	
Social Media Usage	Extent of Use	Social sites accessed, Frequency, Time spent	Through questionnaire using Likert Scale
	Perceived ease of use	Mode of access, technology	
	Purpose of use	Reasons of use	
	Social attributes		
	Organizational support	Management support, Media policy	
Employee performance	Skills	Soft skills and hard skills	
	Knowledge	Job related and non-job related	
	Productivity	Output level	
	Motivation	Extrinsic and intrinsic	

How social networks are used today and in the future is directly related to how consumers perceive its ease of use. Convenience and ease of use, along with information veracity, are two of the most crucial things to consider while picking an online shopping site (Kim & Lim, 2001). It is established that one of the key elements affecting customers' attitudes and behaviors is how simple a website is to use when shopping online (Yoo & Donthu, 2001).

The goal of this study is for the researcher to gauge employee satisfaction. According to Rachel and others (Yee, Yeung, & Cheng, 2008), customer and staff happiness are closely associated in terms of service quality, which has an impact on an organization's profitability. According to Slack and others (Slack, Orife, & Anderson, 2010), create a proper vision statement that is converted and communicated to the workforce is crucial for boosting employee happiness.

How successfully an organization achieves its financial objectives and market criteria are how it is defined as performing organizationally (Li, Ragu-Nathan, Ragu-Nathan, & Rao, 2006). Additionally, overall organizational performance is the result of a number of business factors, including job processes, teamwork, communication, and relationships, leadership, and job climate, all of which encourage innovation, creativity, organizational culture as well as its image, policies, and loyalty.

Organizational performance, according to Chen (Dodokh, 2017), is the "transformation of inputs into outcomes for achieving certain outcomes. Regarding its informational content, performance discusses the connections between minimal and efficient cost (economy), efficient cost and realized output, and efficiency and achieved outcome (effectiveness).[4]

According to Andrews (Andrews, 1996), there are two ways to evaluate a company's efficacy: nonfinancial measures (such as net earnings and returns on investment) (work processes, product quality, and customer satisfaction). The performance of an organization can be evaluated using both financial and non-financial factors.[5]

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[4] Dodokh, A. M. (2017). *The Impact of Social Media Usage on Organizational Performance: A Field Study on Dead Sea Products Companies in Jordan.* Beirut: Middle East University.

[5] Niknia, B. (2007). Customer Relationship Management (CRM). *Shoe industry, the Fourteenth Year , 11* (8), 52-53.

3.4 Population and Sample

Burns and Groove view it as a method for selecting participants for a study from among the total population (Lumumba, 2014). In other terms, a proportion that represents the entire population is selected (Rahi, 2017). The researcher employed a random sampling method in order to help to calculate the findings in use of Chi Square analytical method. Due to the manageable number of respondents, the level of sampling is increased by selecting respondents from the entire target population in this sampling approach.

The quantity of data in a sample is known as its sample size (Evans & Peackock, 2000). Simply said, the sample size consists of the real persons who would have replied to the study topic and who the researcher gave research tools to.

The research was conducted based on quantitative survey research deign using structured questionnaire. It was designed to get information on senior, middle and lower management and staff representing all layers of staff in Sri Lanka National Television. Sample is calculated with using Chi Square analysis. A list of the employee's with their service numbers are collected from the administration division of SLRC and the sample size is decided on conventional method. Cooper and Schindler (Cooper & Schindler, 2003), assures that samples of about 10% of the population can often provide acceptable reliability when properly selected. As a result, the minimum sample size is 10% of 930 (2020) SLRC staff, which is equivalent to 93-100. According to Parahoo (Parahoo, 1997), a population is the total amount of units, such as people, objects, occasions, or organizations, from whom data can be gathered. A survey population, often known as the target population, is a group that can be accessed for experiments (Mugenda & Mugenda, 1999).

Table 3.2: Sample Size

Response	Frequency
Managerial	5
Production Staff	40
Non-Production Staff	45
Contract/Days Pay Employee	5
Total	**95 - 100**

The SLRC staff is broken down into a few major areas. Production crew is significantly more responsible in the organization's actions because the institute is a television organization. The majority of employees are employed as non-production workers. Additionally, SLRC employs contract and daytime workers. Therefore, a population sample is created when calculating the number of employees that each sector at SLRC represents.

3.5 Data Collection Method

Annum (Annum, 2015) claims that this is a methodically created form or paper with a series of questions specifically created to elicit replies from participants in the study or research informants in order to gather data or information. The systematic questions that the researcher created and distributed to the respondents offered them a very clear understanding of the research subject. Surveys with clear questions are used by the researcher. The responses from the respondents are turned into the raw information that the researcher gathers and compiles. By employing questionnaires, respondents have more time to consider and provide pertinent information, and there are no guiding questions that force them to provide biased information. The questionnaire's questions are brief, and the majority of them ask respondents to check the appropriate box with a pen and give a yes/no response.

A questionnaire is distributed among the selected sampling covering range of questions regarding social media usage and how it also influences the level of performance of the employee. Mainly questionnaire consist three parts, use of social media (first part), employee job performance (second part) and demographic information of the participants as the final part of the questionnaire.

Initially, survey questions are used to form the basis of the questionnaire. For testing purposes, the question is guaranteed to be legitimate, very reliable and standardized. A large number of respondents from different departments are to be used to pre-test the survey. This makes it possible to identify reliability and collect important data. It also helps identify inaccuracies so that appropriate corrections could be made. Respondents who participate in the pre-test will not be taken in to considerations when the final survey is done. This is to avoid any bias based on prior information.

The questionnaire was delivered by Google form through link and respondents were given the ample time to fill the questionnaire. Once respondents were given enough time to complete the survey, the researcher received the completed questionnaire. In addition, to encourage honest answers, respondents were given the assurance that all answers would remain

anonymous. Within two week's time, process of distribution the survey questionnaire and collection the feedback were done.

3.6 Method of Data Processing and Analysis

Data analysis, sometimes referred to as data analytics, is the process of inspecting, cleaning, transforming, and modeling data with the goal of obtaining information that will be helpful, provide answers, and assist in making decisions that are well-informed (Mugaza, 2018).

After collecting the respondents' completed surveys, reference numbers were assigned to the responses and the results were categorized. This is very important for the evaluation of the data. This includes classifying, modifying, and summarizing various data in order to obtain appropriate answers to the survey questions.

The researcher's primary area of interest is categorization, which is the classification of data based on frequent qualities that may be either descriptive (Kothari, 2004), data coding, which is the method of allocating mathematical or other signs or symbols to respondents' responses so that reactions can exactly be taken into a finite number of categories, and familiarization, which is the method of determining trends to become familiar with the results through having read as well as rereading.

Chi Square analysis is used to analyze statistical or quantitative data. Cross tabs are produced with the analysis. This allows the researcher to write effective summaries and provide excellent presentations of quantitative data based on empirical evidence. The analyzed data are presented in tables and charts for better understanding.

In order to ensure easy analysis, the collected data were initially coded and entered into Microsoft Excel and the statistical software according to each variable of the study for analysis. The collected data was analyzed by using descriptive statistics to accomplish the research objective.

3.7 Limitations and Delimitation

The research does not aim to target to look for faults of the employees while it would only attempt to recognize and determine how employee's performance is related by the social media. The researcher only looks at social media as a tool and how it affects on the level of employee at SLRC which is the prime objective this research and the study is not deemed to expand to study origins or expansion of the social media broadly. Although the institution has some other several outsource and provisional branches, the study only focuses on the employees at the head office of Sri Lanka National Television. The researcher would also try to limit the research in the field of intended area which the researcher feels comfortable in dealing without dragging the study into much complicated and chaotic areas.

Nevertheless the researcher would have no delimitation to study areas within the subject matter falls and would try to discover all possible scenarios at different levels and categories of staff at the head office which would be driven by social media usage in the working environment of Sri Lanka national television.

3.8. Ethical Considerations

When dealing with the outside world, ethics are seen as the proper conduct (Chandran, 2008). Making sure that no respondent experiences any type of harm, whether physical or emotional, is the goal of ethics, particularly in research. Ethics, in the opinion of Mugenda and Mugenda (Mugenda & Mugenda, 1999), is concerned with one's behavior and acts as a guide. The researcher will get permission before distributing the surveys because the subject of the study is delicate and respondents could worry that their answers could lead to victimization.

Any information that can be used to identify a participant is truly not required. The researcher demonstrated an exceptionally high level of professionalism, discretion, and honesty to guarantee that the material provided was only used for those purposes. The study's main objective was outlined, and the researcher assured respondents of their confidentiality.

According to Laerd (Laerd, 2016), research ethics is related to the do's and don'ts that set forth what is proper and incorrect in terms of research practices. The researcher observes a variety of ethical principles, including:

Having read the study question and being aware of it, the respondents should be willing to provide the researcher with their responses. This is known as informed consent.

Confidentiality: No one should know the participant identities or any sensitive information about the organization. The researcher accepts a non disclosure agreement to ensure that the information acquired is only used for research reasons and was not to be shared to the public because the material, if seen by others, could hurt the organization.

Honesty and Integrity: The researcher exemplifies honesty by reporting the data, techniques, processes, and publication outcomes truthfully.

Appreciation for Intellectual Property – The researcher upholds all types of intellectual property and refrains from using unpublished data, techniques, or results without authorization. The researcher must make sure plagiarism is kept to a minimum and properly credit all contributors to the research.

Privacy: The respondent has a responsibility to know when to hide or divulge private information, and they should not be any how pressured to do so.

While conducting this study, the researcher makes every effort to guarantee that there are no ethical lapses and will do all in her power to protect the privacy of survey participants to the fullest extent possible while maintaining the highest regard for all academic assets.

Chapter 4: Data Findings

4.1. Introduction

The purpose of the survey was to investigate the relationship between the variables to determine how the independent variable (in this case, employee performance) affects the dependent variable (the use of social media by Sri Lanka Television Corporation, Sri Lanka National Television). The total number of samples collected for this study was 89. Samples collected were analyzed using the Chi Square Analysis and the results reported after the analysis.

4.2. Demographic Information

Based on the demographic data that was provided to the respondents, survey analysis has generated a variety of outcomes, and the findings are reported in this chapter.

4.2.1. Gender and Age

50 men (56%) and 39 women (44 percent) who are employed in Sri Lanka Rupavahini TV corporation (National television of Sri Lanka) participated in the survey. 58% of the respondents are in the age group of 18 to 39 years. The age group between 40-60 years represents 42 %.

Graph 4.1: Age and Gender
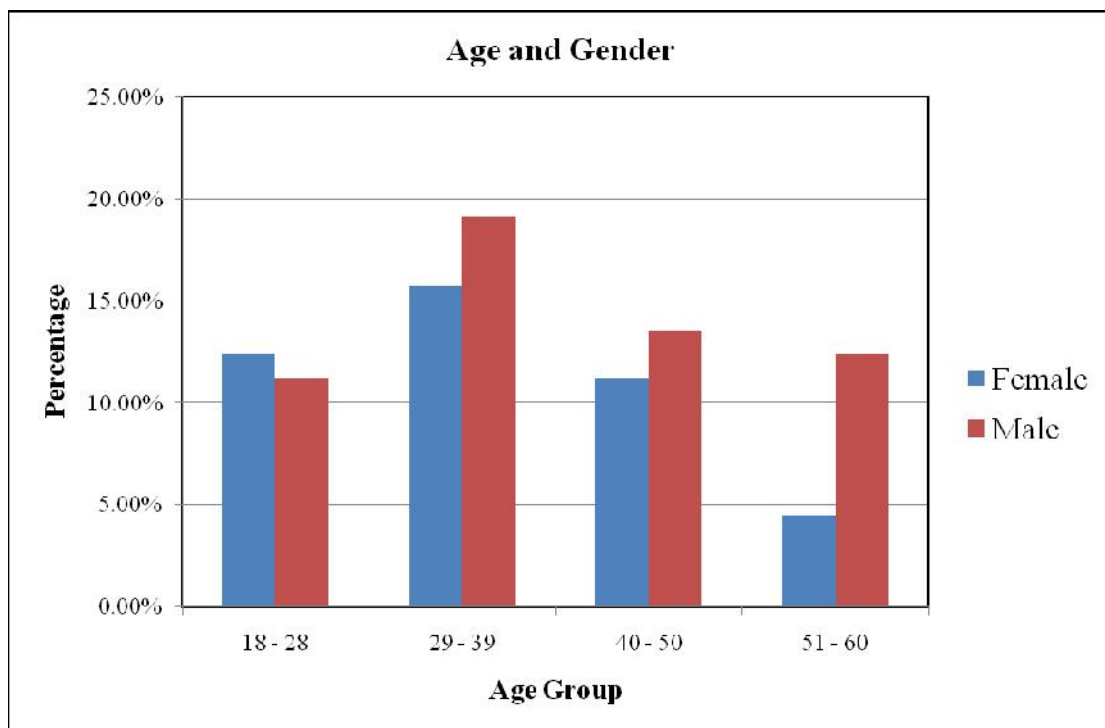
Source: SLRC Survey Data 2022

4.2.2. Department and Job Category

While 31.4% of respondents represent from the administration, sports, marketing, and engineering departments, 68.6% of total respondents work in the departments of programs, news &current affairs, and others. Less than 25% (24.6%) of all survey respondents came from the other employment category, whereas majority of respondents overall represent the executive, production, and technical staff job categories (75.4%).

Graph 4.2: Department and Job Category
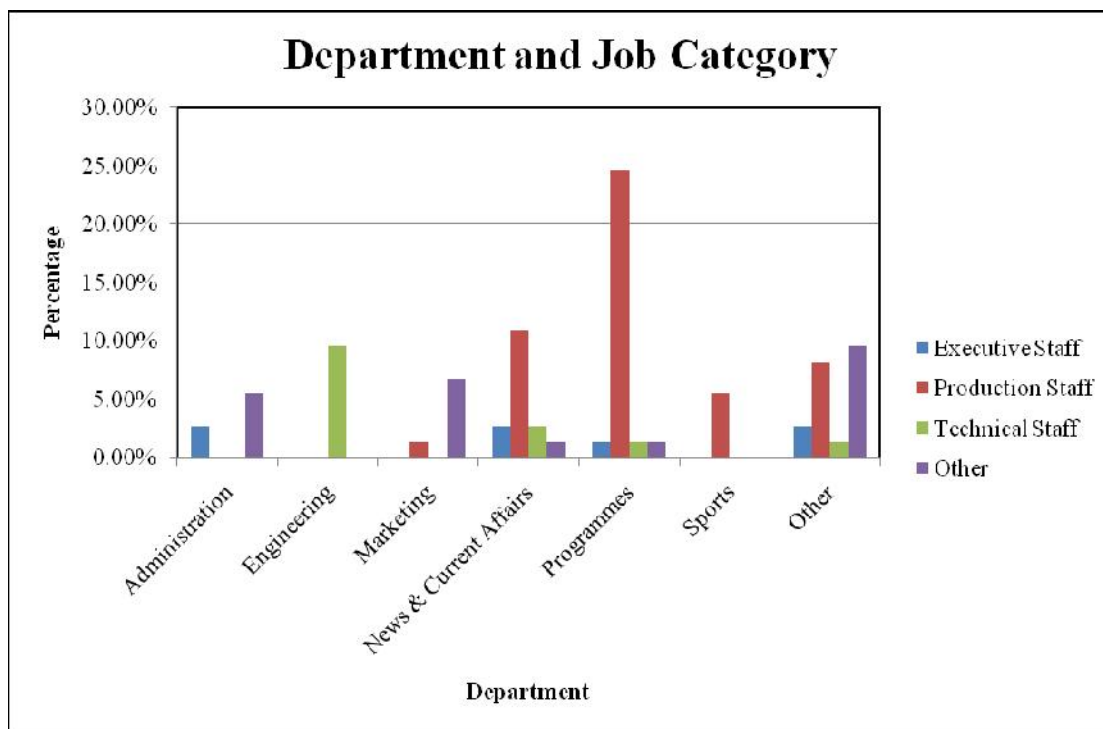
Source: SLRC Survey Data 2022

4.2.3. Educational Qualification and Work Experience

Only 46% of the Rupavahini workforce as a whole has advanced or ordinary level schooling, compared to 54% of respondents who have completed a university degree. 71.9% of respondents have less than 20 years' work experience. Other 28.1% have 21 years or above work experience at SLRC. (See Graph No: 4.3).

Graph 4.3: Educational Qualification and Work Experience
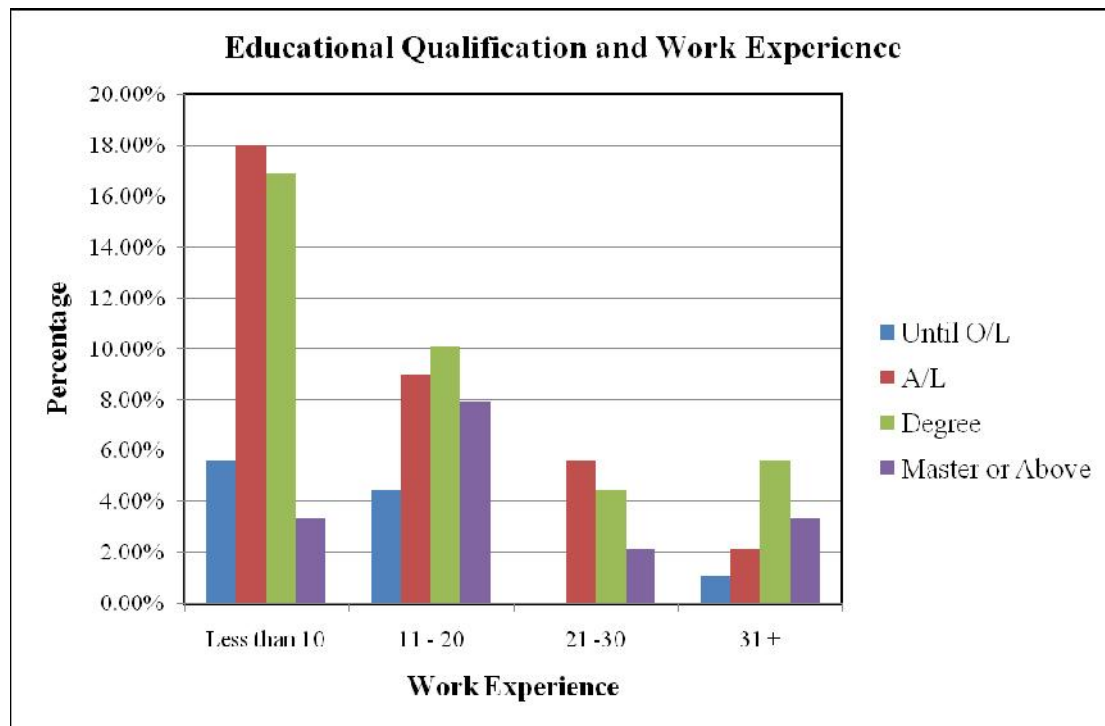
Source: SLRC Survey Data 2022

4.2.4. SLRC Social Media Usage

Facebook and WhatsApp, or Facebook, WhatsApp, and YouTube, are used by 51.6% of respondents. Twelve additional social media usage categories at work account for the remaining 48.4 %.

Graph 4.4: Extent of Use of Social Media
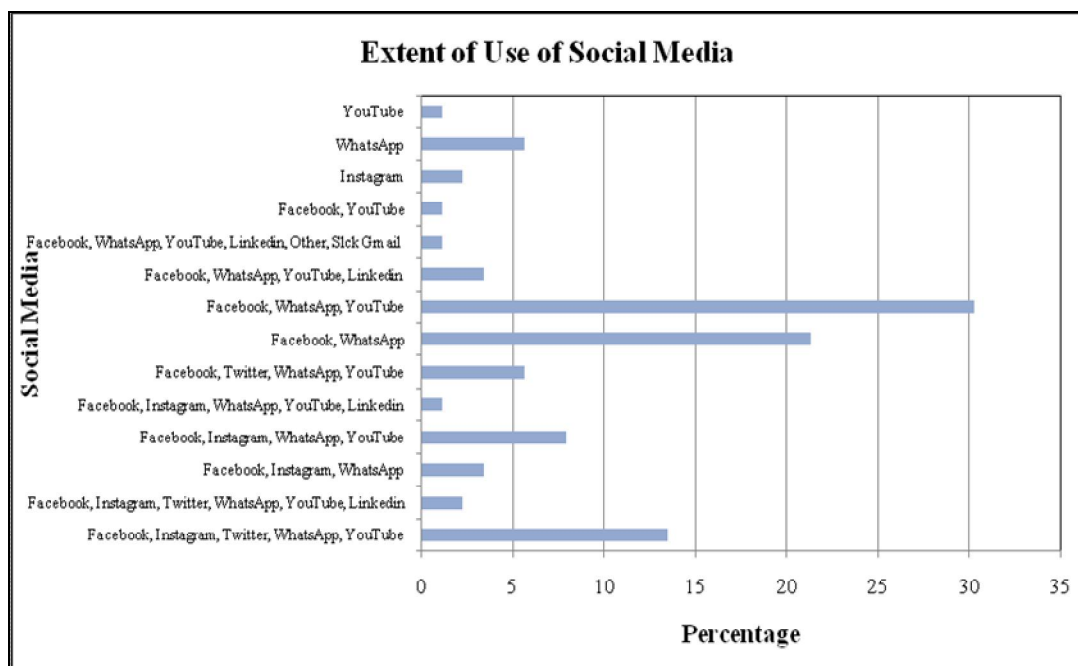
Source: SLRC Survey Data 2022

4.2.5. Number of Times for Social Media Access per Day and Length of Stay on Social Media Platforms

62.9% of the respondents (56 people), use social media five or more times while at work. The remaining 37.1% use social media fewer than four times daily. 37.1% of respondents (33 persons), spend less than an hour on social media, compared to 62.9% (56 persons), who stay on more than hour (See Graph No: 4.5).

Graph 4.5: Number of Times and Length of Stay of Social Media
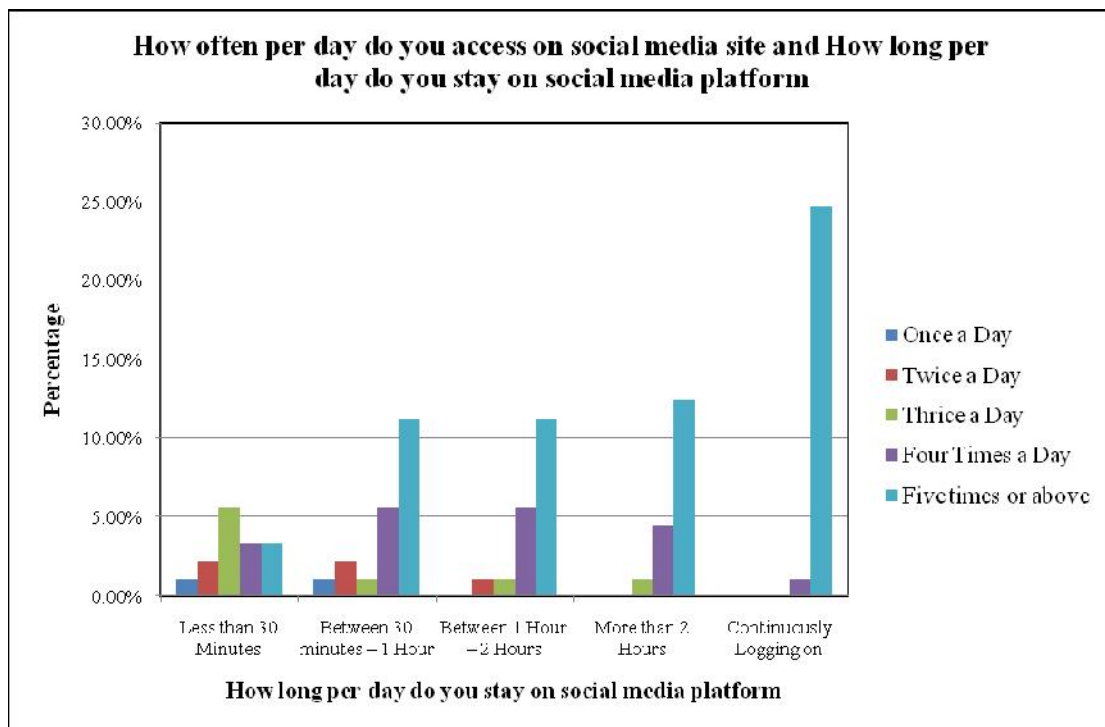
Source: SLRC Survey Data 2022

4.2.6. Social Media Interactions

Data shows that 68% of respondents (58 persons), claim to use social media to communicate with friends, office staff - friends, office staff - relatives - friends or office staff - relatives – friends – clients. The remaining 32.5% (14 persons), of the total respondents, fall into 14 separate groups (See Graph No: 4.6).

Graph 4.6: Social Media Interactions
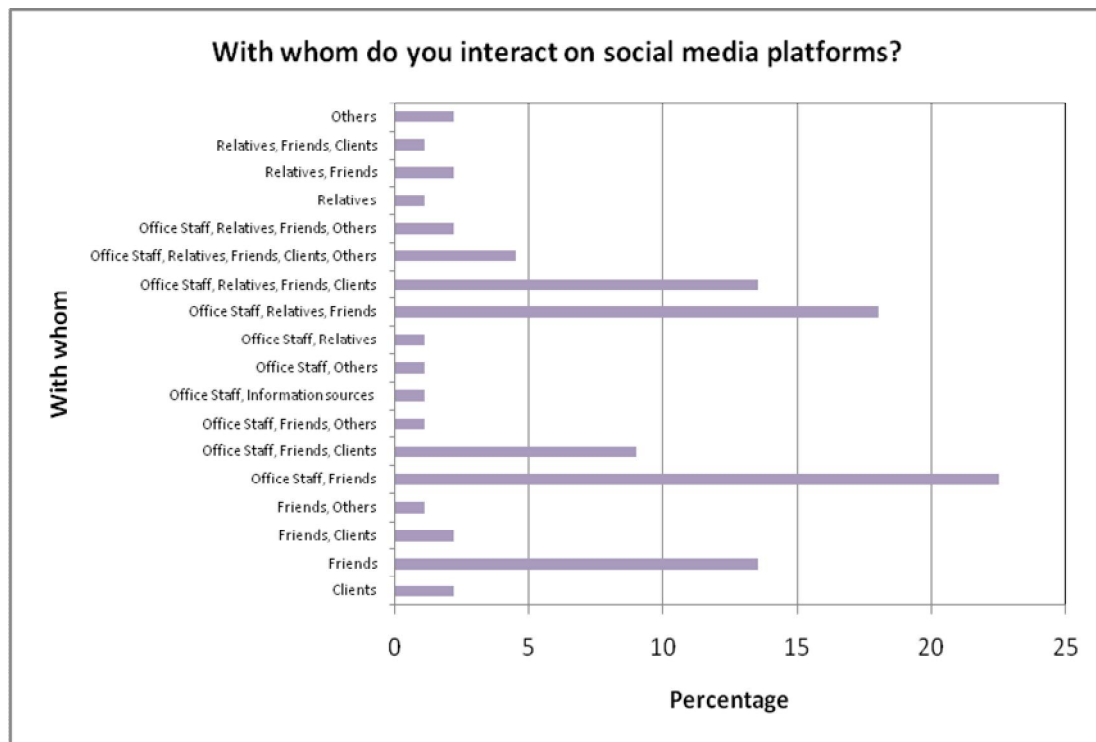
Source: SLRC Survey Data 2022

4.3. Data Findings

Chi Square Analysis Summery – Survey Data

		Employee Performance						Employee Satisfaction			
		SMHS	SMSS	SMJK	SMEL	SMDW	SMMW	MOMO	MOHR	SMMF	SMFP
Extent of Social Media Usage	HOPDASMS	0.08	0.00	0.33	0.00	0.00	0.63	0.55	0.14	0.54	0.01
	HLPDSSMS	0.00	0.01	0.16	0.01	0.01	0.07	0.09	0.34	0.01	0.08
	WHISMS	0.75	0.00	0.36	0.00	0.00	0.00	0.01	0.00	0.07	0.00
Purpose of Social media Usage	FIRW	0.00	0.00	0.01	0.00	0.01	0.12	0.16	0.40	0.08	0.18
	SE	0.00	0.00	0.00	0.09	0.00	0.29	0.60	0.96	0.00	0.02
	MPBC	0.00	0.01	0.01	0.00	0.00	0.07	0.12	0.24	0.03	0.15
	DOR	0.01	0.01	0.01	0.00	0.02	0.06	0.00	0.06	0.02	0.03
	KTF	0.00	0.00	0.00	0.10	0.02	0.00	0.63	0.67	0.00	0.01
	PS	0.00	0.00	0.08	0.00	0.00	0.04	0.00	0.01	0.06	0.02
	COS	0.00	0.00	0.00	0.00	0.00	0.00	0.09	0.48	0.00	0.00
Perceived Ease of Social Media Usage	ELSM	0.00	0.00	0.00	0.01	0.00	0.01	0.02	0.06	0.02	0.00
	EISM	0.00	0.00	0.00	0.01	0.10	0.06	0.01	0.01	0.02	0.02
	RIUSM	0.03	0.00	0.03	0.00	0.00	0.00	0.27	0.31	0.07	0.00
Social Attributes of Social Media Usage	SMPAI	0.02	0.07	0.05	0.05	0.00	0.01	0.06	0.89	0.05	0.00
	SMUMT	0.00	0.00	0.00	0.00	0.00	0.00	0.01	0.04	0.00	0.00
Organizational Support	SMP	0.14	0.24	0.28	0.43	0.30	0.20	0.08	0.09	0.94	0.10
	SMEP	0.06	0.18	0.46	0.87	0.63	0.11	0.19	0.22	0.83	0.66
	COSISM	0.00	0.00	0.00	0.01	0.02	0.00	0.04	0.00	0.00	0.00

Source: SLRC Survey Data 2022

S	Significant
NS	Not Significant

4.3.1. Relationship between Extent of Use of Social Media (EOUOSM) & Employee Performance (EP)

Results of the survey on SLRC employees were tested using chi square analysis to determine the relationship between Social Media Usage and Employee Performance of Sri Lanka Rupavahini Corporation.

Chi-square test was conducted to analyze the effect of "Social Media Use" on "Employee Performance".

Under the extent of use (EOUOSM), 3 types of questions have been tested. Those are;

1. How often per day do you access on social media site? (HOPDASMS)
2. How long per day do you stay on social media platform? (HLPDSSMS)
3. With whom do you interact on social media platforms? (WHISMS)

Under the employee performance (EP), 6 variables also were used. Those are;

1. Using Social Media, I can improve my hard skills such as writing, presentation & management skills. (SMHS)
2. Using Social Media, I can improve my soft skills such as emotional intelligence, team work ability, and work ethics at work. (SMSS)
3. Using Social Media, I can improve my job-related knowledge. (SMJK)
4. Using, Social Media, I can work more than expected level. (SMEL)
5. Using Social Media, I can perform my duties well. (SMDW)
6. Use of Social Media motivates me to work better than before.(SMMW)

According to the analysis's results, there is no relationship among variables of number of times of access SM (HOPDASMS) and with whom to interact (WHISMS) which affects dependent variable of improving hard skills (SMHS) of the SLRC employees. However, a significant relationship (at 99% confidence level) is shown between how long per day of use of social media (HLPDSSMS) and Hard Skill Development (SMHS) of employees. Additionally, there are significant relationships among number of times per day of social media access (HOPDASMS), how long per day of use of social media (HLPDSSMS), and with who interact on social media (WHISMS) and the development of soft skills (SMSS). However, there are no significant relationships between number of times per day of social

media access (HOPDASMS), how long per day of use of social media (HLPDSSMS, with who interact on social media (WHISMS) and of improvement of job related knowledge (SMJK) of the employees. Finally, there is no positively significant relationship with the motivation to work than before (SMMW) for employee performance under the condition that the use of social media motivates me to work more effectively than before are; number of times per day of social media access (HOPDASMS), and how long per day of use of social media (HLPDSSMS). But there is a significant relationship between motivations to work than before (SMMW) and with who interact with social media (WHISMS).

4.3.2. Relationship between Extent of Use of Social Media (EOUOSM) & Employee Satisfaction (ES)

In order to measure the employee satisfaction (ES), four different questions were used to find the relationship between extent of social media usage and employee satisfaction. Those are;

01. My organization allows my opinions to be considered in decision making (MOMO).
02. My organization gives me high recognition when I participate in social media at work. (MOHR).
03. Social media participation at office makes me feel free (SMMF).
04. Social media allows me to feel positive and great about working for this organization (SMFP)

Number of times per day of social media access (HOPDASMS) and how long of stay per day (HLPDSSMS) of Social Media Usage, two questions related to the "extent of use," do not significantly relate to either "employee opinions in decision making at SLRC (MOMO)" or "organization's recognition (MOHR). However, with whom to interact on social media (WHISMS) reveals strong connections to those two. Therefore, only with whom to interact on social media (WHISMS) has an impact on "employee opinions in decision making (MOMO), giving recognition when participating in social media (MOHR) at SLRC.

On the other side, there is no correlation between Number of times per day of social media access (HOPDASMS) or with whom to interact on social media (WHISMS) and social media making employees free (SMMF). However, it only significantly influences how long users spend on social media platforms (HLPDSSMS), which frees up staff at SLRC to participate in social media (SMMF). Data reveals that spending a lot of time on social media platforms can

help employees feel free. Allowing employees to use social media to feel fantastic about their employers (SMFP) is likewise strongly associated with Number of times per day of social media access (HOPDASMS) and with whom to interact on social media (WHISMS), but not with how long of stay per day (HLPDSSMS).

4.3.3. Relationship between Purpose of Use of Social Media (POUOSM) & Employee Performance (EP)

A series of queries were given to examine the relationship between employee performance and the purpose of use. Same set of questions are in use to determine the relationship with employee performance while a list of questions are lined up below under purpose of use. Those are as follows.

1. Finding Information Required for Work (FIRW)
2. Sharing Experience (SE)
3. Making professional & Business Contacts (MPBC)
4. As part of Daily Office Routine (DOR)
5. Keeping touch with Friends (KTF)
6. Problem solving at office (PS)
7. Communicating with Office Staff (COS)

According to the analysis generated on these questions after the examination of the survey, the findings imply that all seven questions have a substantial impact on the development of hard skills (SMHS), soft skills (SMSS), and executing responsibilities well (SMDW) in employees at SLRC. Problem solving (PS) and increased job-related knowledge (SMJK) have no association, whereas Sharing Experience (SE) & Keeping touch with Friends (KTF) demonstrate no significant relationship with working above expectations at Rupavahini. However, the association to encourage better work performance (SMMW) displays no ties with the majority of Finding Information Required for Work (FIRW), Sharing Experience (SE), Making professional & Business Contacts (MPBC), and As part of Daily Office Routine (DOR), while it has a relationship with others of Keeping touch with Friends (KTF), Problem solving at office (PS), and Communicating with Office Staff (COS).

4.3.4. Relationship between Purpose of Use of Social Media (POUOSM) & Employee Satisfaction (ES)

The analysis's findings indicate that there is no meaningful connection between Finding Information Required for Work (FIRW) and the dependent variable's questions. This means that neither, employee's opinion to be considered in decision making (MOMO), giving recognition when participating on social media (MOHR), social media participation making employee free (SMMF), nor feeling positive about organization (SMFP) are significantly impacted by finding information related to workplace. Social media Participation by Rupavahini staff reveals strong connections to sharing experience (SE), making professional & business contacts (MPBC), as part of daily routine (DOR), keeping touch with friends (KTF), and communicating with office staff (COS). However, it has no connection to Problem solving at office (PS) or Finding Information Required for Work (FIRW). However, social media platforms that make employees feel good about their jobs (SMFP) exhibit strong linkages with Sharing Experience, As part of Daily Office Routine, Keeping touch with Friends, Problem solving at office, and Communicating with Office Staff while having no connection to Finding Information Required for Work & Making professional & Business Contacts.

4.3.5. Relationship between Perceived Ease of Use of Social Media (PEOUOSM) & Employee Performance (EP)

Perceived Ease of Use of Social Media denotes that there were three different survey questions arranged to ascertain the link between two variables. Here they are;

1. It is easy to how to learn social media (ELSM).
2. It is easy to interact with social media (EISM).
3. It is only required internet to use social media (RIUSM).

The results of the easiness to learn about SM (ELSM), easiness to interact on SM (EISM), and Only requirement of internet to use SM (RIUSM) indicate that these variables significantly influence the growth of hard skills (SMHS) and soft skills (SMSS), the

enhancement of job-related knowledge (SMJK), and the working above-expectancy level of employee performance of the staff of SLRC. Easiness to interact on SM (EISM), has no associations with motivation to work than before (SMMW) or performing duties well (SMDW), however all other independent variables have an impact on how well employees perform at SLRC.

4.3.6. Relationship between Perceived Ease of Use of Social Media (PEOUOSM) & Employee Satisfaction (ES)

Four separate questions on employee satisfaction were used to test these three variables of Perceived Ease of Use of Social Media (PEOUOSM), as was explained in the chapter above.

The findings show that SLRC allows employees' opinions to be taken into account in decision-making and gives them high recognition at social media participation (MOHR). Employees feel free after participating in social media (SMMF), and they also feel good about working for Rupavahini (SMFP), which are all influenced by social media usage. However, SMFP demonstrates that all questions of easiness to learn (ELSM), easiness to interact (EISM), and Only internet required to use (RIUSM) have an impact on it, although Only internet required to use (RIUSM) has no association with consideration of employees opinions in decision making (MOMO), giving employees recognition at social media participation (MOHR), or making employee free at social media participation (SMMF).

4.3.7. Relationship between Social Attributes of Social Media (SAOSM) & Employee Performance (EP)

The two questions that follow were offered to gather data in accordance with the social qualities.

1. Social media provides generally acceptable information which can be used at work (SMPAI).
2. Social media can be used as media tool to enhance work at SLRC (SMUMT).

Only SM providing acceptable information (SMPAI) has no significant relationship with the development of soft skills (SMSS) among SLRC staff, but the other two social questions on social attributes all have favorable associations with employees' performance.

4.3.8. Relationship between Social Attributes of Social Media (SAOSM) & Employee Satisfaction (ES)

The outcomes of the analysis of the question regarding these two categories of social attributes and employee happiness show that SM providing acceptable information (SMPAI) has a negative association with consideration of employee's opinions in decision making (MOMO) and giving employees recognition at social media participation (MOHR), although there is a significant relationship with all other variables.

4.3.9. Relationship between Organizational Support (OS) & Employee Performance (EP)

Three questions were utilized in the organizational support section. Here they are.

1. Our management has already introduced social media usage into media policy (SMP).
2. Management allows us to express any matter or problems (SMEP).
3. I will be more committed to the organization if it allows me to share information with fellow collogues on social media (COSISM).

Additionally, they were put to the test using the earlier discussed questions about employee performance.

The findings suggest that there is no any significant relationship between SLRC management's already-implemented media policy (SMP) and management's policy allowing employees to express any concerns or issues (SMEP) and the development of hard (SMHS) or soft (SMSS) skills, or any other questions of improving job-related knowledge (SMJK), working more than expected level (SMEL), performing duties well (SMDW), & motivation to work better than before (SMMW) on the dependent variable. However, commitment to the

organization if it allows employees to share information with fellow collogues on social media (COSISM) has a substantial link with every other dependent variables.

4.3.10. Relationship between Organizational Support (OS) & Employee Satisfaction (ES)

The questions on those two categories, which were previously mentioned, were examined using chi square analysis in order to determine the relationship between organizational support and employee happiness.

All of employees opinions to be considered in decision making (MOMO), giving high recognition at social media participation (MOHR), making employee free at social media participation (SMMF), and feeling positive to work for the organization (SMFP) have no meaningful relationship with already introduction media policy (SMP) or freedom to express any matter (SMEP). However, commitment to organization if it allows employees to share information with fellow collogues on social media (COSISM) demonstrates that it is significantly correlated with all employee satisfaction-related variables.

Chapter 5: Conclusion & Suggestions

The research's findings are addressed in this chapter along with ideas for suggestions and recommendations for improvement. Important findings that were presented in the literature review were supported by this study's key findings. Strong evidence that social media usage at the organizational level has a major impact on the performance level of employees in the organization was discussed throughout the literature review, paving the way for this research.

Being Sri Lanka's national television station, Sri Lanka Rupavahini TV Corporation has a great deal of societal duty. The conclusions from this study also represent a significant milestone for Sri Lanka's mass media industry. The data suggests that young people in the company are considerably more engaged with social media platforms than older generations are, and they spend a lot of their working time on these platforms as people move into new aspects of the changing global environment.

Many stakeholders, particularly in a highly competitive global corporate climate, utilize social media to conduct their company, and many employees try to use these platforms for work and socializing, particularly while at work. Both of these could be quite valuable since people are drawn to the connectivity that social media platforms provide when they are at work.

However, findings indicate a highly significant correlation between SLRC staff members' use of social media and their work performance, with very few exceptions. Any given firm can benefit greatly from the use of social media to improve the working environment and boost employee productivity. The results of this study's analysis strongly indicate that there is a relationship between social media use and staff performance at Sri Lanka Rupavahini Corporation, the country's national television station.

The findings of Hypothesis 1 tests demonstrate that social media has a considerable impact on employee performance. Social media at work includes using social media to obtain work-related information and to keep and improve communication with coworkers.

The findings of the survey testing also show that there is a strong favorable relationship between the amount of social media use and employee performance, with more than a 95% confidence level for the majority of variables examined in the survey. Several studies in diverse contexts have also found a link between the level of use of social media and employee performance.

However, there is a negative association between social media use and employee satisfaction. Many of the survey variables analyzed have a larger degree of P value of chi square values, indicating that the relationship is negative and there is no meaningful association between these two.

On the other hand, the use of social media and the measurement of job satisfaction using the variables of extent of use, perceived ease of use, purpose of use, and social attributes have a very positive and significant relationship with employees' performance in the Sri Lanka Rupavahini TV corporation, with many variables showing a significant level of p-value or alpha 5% with more than 95% confidence level. However, according to the data, organizational support does not have a positive and substantial correlation with employee performance inside the organizational structure, indicating that hypothesis 6 has a negative association between the use of social media and employees' job performance.

According to this study, using social media can help SLRC employees perform better by enabling quicker ways to complete tasks, keeping them connected to friends, clients, and coworkers, and fostering a positive attitude toward their work. According to the findings, social media can help workers connect more quickly and effectively as long as they use them wisely. Therefore, it is clearly implied that using social media at work may have an impact on employees' performance at the office.

According to the findings of this study, social media usage at office environment makes employees feel free and detached from their employers and occupations as McKinsey (McKinsey, 2009) explained, social media brand ambassadors can help employees feel more connected to the company by giving them a sense of belonging.

The study's findings demonstrate that use of social media has a significant negative impact on the performance of SLRC staff members (the dependent variable) (independent Variable). Although there is a strong correlation between these indicators of employee performance, there is a strong negative correlation between social media use and employee satisfaction.

Recommendation

The results indicate that management enabling employees to express any issue or concern is having a negative link with employees' job satisfaction, and it is proposed that management develop strong regulations to implement that employees of the SLRC can exercise freedom on social media. As a result, management must seek out better ways to interact with the organization's staff members if it wants to improve employee work satisfaction.

This kind of research would be perfect to do in order to generalize the findings of this research based on media institutions in the Sri Lankan media ecosystem. It might be helpful to talk about some of this study's limitations. Future studies of this kind should evaluate a much larger sample, and they should use other analysis contexts, which would undoubtedly aid in the payment of concrete findings. Future research might also need to analyze data from various social media sites in accordance with the most recent dynamics of social media.

It can add the amount of samples and with specified criteria, notably employees who have utilized social media to complete their work, for further research. Each job in every area will use social media in a unique way. As a result, in future research, samples were collected from personnel in the same industry to ensure more reliable results. It is possible to include variables that moderate the impact that social media has on employee performance.

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Appendix I: Letter of Introduction

"Impact of Social Media Usage on Employee Performance in Mass Media Sector in Sri Lanka With Reference to Rupavahini TV Corporation of Sri Lanka"

Dear Madam/ Sir

I am Wickramage Don Dhammika (Student ID: 2021-21466), a graduate student pursuing a Masters of Public Administration degree in the Graduate School of Public Administration, Seoul National University in South Korea. I wish to conduct a research on "*Impact of Social Media Usage on Employee Performance in Mass Media Sector in Sri Lanka With Reference to Rupavahini TV Corporation of Sri Lanka".*

I kindly request you to support this research participating on this survey questionnaire. With the help of this survey, Sri Lanka Rupavahini TV Corporation hopes to learn more about how social media affects staff performance. Feel free to express yourself as the information will be kept private and confidential. The sole focus of this study is academic.

I sincerely appreciate your assistance.

W D Dhammika (ID - 2021-21466)

Graduate School of Public Administration

Seoul National University

Appendix II: Questionnaire for Employees in SLRC

Guidelines:

Please,(a) Fill in the appropriate box in the instructions.

Please select your level of agreement or disagreement with the statement that social media can increase participation and the requirement for quick task completion at your workstations or departments.

The scale used has a range of 1–5, with 1 being "Strongly Disagrees,"

1 - Strongly Disagree

2- Disagree

3- Modest

4 –Agree

5 - Strongly Agree

Part I

Demographic Information

1. Gender: ☐ Male   ☐ Female

2. Age: ☐ Years Old

3. Department: ☐ News & Current Affairs

       ☐ Programmes

       ☐ Engineering

       ☐ Sports

       ☐ Marketing

       ☐ Administration

       ☐ Other

4. Educational Qualification: ☐ Until O/L

         ☐ A/L

         ☐ Degree

         ☐ Master or Above

5. Work Experience: ☐ Less than 1 Year

      ☐ 1 Year

      ☐ 2 Years

      ☐ 3 Years

      ☐ 4 Years

      ☐ 5 Years or Above

Extent of Use of Social Media

6. What social media site you access the most during the work time?

☐ Facebook   ☐ Instragram ☐ Twitter   ☐ WhatsApp

☐ YouTube   ☐ Linkedin   ☐ Other

7. How often per day do you access on social media site?

- [ ] Once a Day
- [ ] Twice a Day
- [ ] Thrice a Day
- [ ] Four Times a Day
- [ ] Five times or above

8. How long per day do you stay on social media platform?

- [ ] Less than 30 Minutes
- [ ] Between 30 minutes – 1 Hour
- [ ] Between 1 Hour – 2 Hours
- [ ] More than 2 Hours
- [ ] Continuously Logging on

9. With whom do you interact on social media platforms?

- [ ] Office Staff   - [ ] Relatives
- [ ] Friends   - [ ] Others   - [ ] Clients

Purpose of Use of Social Media

	Strongly Disagree (1)	Disagree (2)	Modest (3)	Agree (4)	Strongly Agree (5)
10. Finding Information Required for Work					
11. Sharing Experience					
12. Making professional & Business Contacts					
13. As part of Daily Office Routine					
14. Keeping touch with Friends					
15. Problem solving at office					
16. Communicating with Office Staff					

Perceived Ease of Use of Social Media

	Strongly Disagree (1)	Disagree (2)	Modest (3)	Agree (4)	Strongly Agree (5)
17. It is easy to how to learn social media.					
18. It is easy to interact with social media.					
19. It is only required internet to use social media.					

Social Attributes of Social Media

	Strongly Disagree (1)	Disagree (2)	Modest (3)	Agree (4)	Strongly Agree (5)
20. Social media provides generally acceptable information which can be used at work.					
21. Social media can be used as media tool to enhance work at SLRC.					

Organizational Support

	Strongly Disagree (1)	Disagree (2)	Modest (3)	Agree (4)	Strongly Agree (5)
22. Our management has already introduced social media usage into media policy.					
23. Management allows us to express any matter or problems.					
24. I will be more committed to the organization if it allows me to share information with fellow collogues on social media					

Employee Performance

	Strongly Disagree (1)	Disagree (2)	Modest (3)	Agree (4)	Strongly Agree (5)
25. Using Social Media, I can improve my hard skills such as writing, presentation & management skills.					

	Strongly Disagree (1)	Disagree (2)	Modest (3)	Agree (4)	Strongly Agree (5)
26. Using Social Media, I can improve my soft skills such as emotional intelligence, team work ability, and work ethics at work.					
27. Using Social Media, I can improve my job-related knowledge.					
28. Using Social Media, I can improve my general knowledge which is indirectly required for my work.					
29. Using, Social Media, I can work more than expected level.					
30. Using Social Media, I can perform my duties well.					
31. Use of Social Media motivates me to work better than before.					

Employee Job Satisfaction

	Strongly Disagree (1)	Disagree (2)	Modest (3)	Agree (4)	Strongly Agree (5)
32. My organization allows my opinions to be considered in decision making					
33. My organization gives me high recognition when I participate in social media at					

work.					
34. Social media participation at office makes me feel free.					
35. Social media allows me to feel positive and great about working for this organization.					

Appendix III: Chi Square Analysis Summery – Survey Data

		EP						JS			
		SMHS	SMSS	SMJK	SMEL	SMDW	SMMW	MOMO	MOHR	SMMF	SMFP
EOUOSM	HOPDASMS	0.08	0.00	0.33	0.00	0.00	0.63	0.55	0.14	0.54	0.01
	HLPDSSMS	0.00	0.01	0.16	0.01	0.01	0.07	0.09	0.34	0.01	0.08
	WHISMS	0.75	0.00	0.36	0.00	0.00	0.00	0.01	0.00	0.07	0.00
POUOSM	FIRW	0.00	0.00	0.01	0.00	0.01	0.12	0.16	0.40	0.08	0.18
	SE	0.00	0.00	0.00	0.09	0.00	0.29	0.60	0.96	0.00	0.02
	MPBC	0.00	0.01	0.01	0.00	0.00	0.07	0.12	0.24	0.03	0.15
	DOR	0.01	0.01	0.01	0.00	0.02	0.06	0.00	0.06	0.02	0.03
	KTF	0.00	0.00	0.00	0.10	0.02	0.00	0.63	0.67	0.00	0.01
	PS	0.00	0.00	0.08	0.00	0.00	0.04	0.00	0.01	0.06	0.02
	COS	0.00	0.00	0.00	0.00	0.00	0.00	0.09	0.48	0.00	0.00
PEOUOSM	ELSM	0.00	0.00	0.00	0.01	0.00	0.01	0.02	0.06	0.02	0.00
	EISM	0.00	0.00	0.00	0.01	0.10	0.06	0.01	0.01	0.02	0.02
	RIUSM	0.03	0.00	0.03	0.00	0.00	0.00	0.27	0.31	0.07	0.00
SAOSM	SMPAI	0.02	0.07	0.05	0.05	0.00	0.01	0.06	0.89	0.05	0.00
	SMUMT	0.00	0.00	0.00	0.00	0.00	0.00	0.01	0.04	0.00	0.00
OS	SMP	0.14	0.24	0.28	0.43	0.30	0.20	0.08	0.09	0.94	0.10
	SMEP	0.06	0.18	0.46	0.87	0.63	0.11	0.19	0.22	0.83	0.66
	COSISM	0.00	0.00	0.00	0.01	0.02	0.00	0.04	0.00	0.00	0.00

S	Significant
NS	Not Significant

Abbreviations

EOUOSM - Extent of Use of Social Media

HOPDASMS - How often per day do you access on social media site?

HLPDSSMS - How long per day do you stay on social media platform?

WHISMS - With whom do you interact on social media platforms?

POUOSM - Purpose of Use of Social Media

FIRW - Finding Information Required for Work

SE - Sharing Experience

MPBC - Making professional & Business Contacts

DOR - As part of Daily Office Routine
KTF - Keeping touch with Friends
PS - Problem solving at office
COS - Communicating with Office Staff

PEOUOSM - Perceived Ease of Use of Social Media

ELSM - It is easy to how to learn social media
EISM - It is easy to interact with social media
RIUSM - It is only required internet to use social media

EP – Employee Performance

SMHS - Using Social Media, I can improve my hard skills such as writing, presentation & management skills
SMSS - Using Social Media, I can improve my soft skills such as emotional intelligence, team work ability, and work ethics at work
SMJK - Using Social Media, I can improve my job-related knowledge
SMEL - Using, Social Media, I can work more than expected level
SMDW - Using Social Media, I can perform my duties well
SMMW - Use of Social Media motivates me to work better than before

ES – Employee Satisfaction

MOMO - My organization allows my opinions to be considered in decision making
MOHR - My organization gives me high recognition when I participate in social media at work
SMMF - Social media participation at office makes me feel free
SMFP - Social media allows me to feel positive and great about working for this organization

Appendix IV: Abstract in Korean

여러 기관들은 소셜 미디어를 상업적 형태에 맞게 조정하는 것에 대해 적극적인 관심을 갖고 있습니다. 소셜 미디어가 작업 환경 내에서 주목할 만한 변화를 일으키기 때문입니다.

직장에서 소셜 미디어를 활용하는 목적은 바뀔 수 있지만 결론은 소셜 시스템을 만들고 데이터를 공유하는 것입니다. Sri Lanka Rupavahini TV Organization, Sri Lanka Rupavahini TV Organization 에서 직원의 업무 성과에 소셜 미디어 활용의 영향과 조직 구조의 중재적 영향이 이 실험 고려 사항에서 조사되도록 설계되었습니다. 스리랑카의 미디어 산업이 나날이 혁명을 겪으면서 뉴미디어가 점점 강력해지고 대중화되고 있습니다. 이는 또한 미디어 환경을 변화시키는 데 상당한 영향을 미쳤으며 특히 소셜 미디어에 대한 참여와 활동이 증가했습니다. 소셜 미디어는 스리랑카 미디어의 맥락에서 미디어가 실제로 모든 국가에서 네 번째 정부 기관이라는 것을 보여주었습니다.

따라서 소셜 미디어 사용과 소셜 미디어 사용이 직원의 성과, 특히 전국 방송에서 직원의 성과에 미치는 영향 사이의 연결을 설정하는 것은 스리랑카의 미디어 환경에서 주요 발전을 위한 토대를 마련할 것입니다. 이 두 요인 사이의 관계를 조사하기 위해 연구는 이러한 질문에 대한 답을 결정하기 시작했습니다. 소셜 미디어 사용이 스리랑카 미디어 산업 직원의 성과에 영향을 미칩니까? Sri Lanka Rupavahini TV Corporation 직원의 몇 퍼센트가 소셜 미디어를 사용합니까? SLRC 직원은 소셜 미디어를 사용할 때 어떤 목표를 가지고 있습니까? 소셜 미디어 플랫폼은 SLRC 직원의 성과에 어떤 영향을 미칩니까?

조사는 설문 조사를 포함하는 정량적 접근 방식을 사용하도록 설정되었습니다. Chi Square 분석은 대략 85-100 개의 중요한 설문조사의 데이터를 평가하는 데 사용되었습니다. Rupavahini Staff 의 샘플에는 89 명의 응답자(실제 응답자 비율의 89%)가 포함되었습니다.

이 연구의 결론은 SLRC 직원의 성과와 소셜 미디어 사용 사이에 강한 상관 관계가 있음을 보여주었습니다. 그러나 직원 만족도와 소셜 미디어 사용 사이에는 직접적인 상관 관계가 없음이 입증되었습니다. 또한 SLRC 경영진은 Rupavahini TV 직원의 소셜 미디어 사용 및 직무 만족도와 관련된 문제를 해결하기 위해 과감한 조치를 취해야 한다는 점도 분명히 드러났습니다.