

# Exploring the Influence of Online Social Networking at Workplace and its Impact on Employee Productivity-An Empirical Investigation

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Research Article

## Exploring the Influence of Online Social Networking at Workplace and its Impact on Employee Productivity-An Empirical Investigation

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### Abstract

The prospects of the success of an organization will be determined by various factors and employees are no less than an essential asset for any successful organization. Employees are value creators and fortune makers for organizations. Today the success story of organizations depends heavily on the skill and caliber of the employees. Currently, organizations are working in a cut-throat competition-type environment. To have a sustainable competitive advantage the organizations are progressively more interesting to adopt advanced technologies for the smooth functioning of their business operations. The cyber age has offered a plethora of online social networking platforms commonly known as social media. Social media, a powerful tool is used not only for enjoyment and socializing, but it also caters to the business motives in every organization irrespective of its nature. However, the organization faces tremendous challenges while utilizing social media at the workplace among employees such as interruption of their productivity through time wastage.

Therefore, the awareness regarding the impact of the usage of social media platforms in context with the employee's productivity is limited and there is a need of the hour to create a fine tune between the social media usage at the workplace and its impacts on worker's productivity in relation with the use of precious organizational possessions and valuable era. This empirical research examines the influence of online social networking on employees' productivity in the service-providing sector. 392 respondents agreed to respond to the survey data. To collect the data Simple random sampling method was used. A SEM method was adopted for analyzing the data. It is concluded that there exists a constructive and relevant connection between the usage of social media at their workplace and employee productivity by increasing collaboration among individuals having common interests and goals.

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Enhanced collaboration certainly will encourage the transfer of knowledge in the form of information and facts sharing among persons with the possible projection of increased productivity. Since the use of social media is unavoidable in competitive

environments at the workplace, therefore the management in an organization needs to find out a strategy to generate the utmost advantage of its application in various business dealing processes.

**Keywords:** Online Social Networking, Employee Productivity, Service providing Sector, etc.

### **Introduction**

Social media involves creating and sharing content using videos, pictures, and other formats through diverse electronic platforms (Sheikh, A., Syed, K. A., & Naseer, M. M., 2016). Social website networking is an irreplaceable social space for online accessing where persons prefer to link and communicate, work together and create use-values, meet friends to develop social relations, search and share information to develop the interconnected process of cognition and co-operation in a variety of forms (Xu et al., 2014). Social media function due to the advancements in internet technology that treasures bundles of information that provide various communication channels like social and operating environments (Cao et al., 2016). With the volatile development and widespread application of social media, it becomes an integral part of modern life and provides a revolutionized way of communication that facilitates the enhancement of people's skills in the form of information access, problem-solving and self-directed learning (Chang and Hsiao, 2014). In this competitive and rapidly changing environment use of Social media has become an elixir for every organization (Cao & Ali, 2018). Various studies reveal that companies across the globe have relied upon the social networking approach at their workplace intending to improve productivity (Daowd, A., Kamal, M. M., Eldabi, T., Hasan, R., Missi, F., & Dey, B. L. L. 2020). Moreover, there are many valid concerns regarding social networking sites and their use in the workplace (Wilson, 2009). On the contrary traditional views recommended that social media has reduced the productiveness of the staff due to leakage of information from staff, time wastage, and unproductive talks due to open online space (Kühnel, J., Vahle-Hinz, T., de Bloom, J., & Syrek, C. J., 2020). Thus, it is significant for organizations worldwide to become more vigilant and to distinguish the pros and cons of the usage of online modes of communication at the workspace (Kane, 2017; Tajudeen, Jaafar, & Ainin, 2018).

However, not much has been studied on the outcome of online media usage in the workplace. To cover the existing space the researcher tried to examine the effects of usage of social media on employee efficiency in the service sector.

### **Employee's Productivity and OSN in the Modern Era**

Bernolak (1997:204) defined productivity as 'how much and how well we produce from resources used. If we produce more or better goods from the same resources, we increase p  
productivity. Or if we produce the same goods from lesser resources, we also increase p  
productivity. In this article, 'productivity' refers to the time spent by an employee actively executing the job he or she was hired to do, to produce the desired outcomes

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To maximize the potential of OSN within the organization, it is recommended that organizations designate specific networks for organization-wide social networking. It is also recommended that employers consider developing and implementing clear and comprehensive acceptable use policies when attempting to deal with OSN issues. This will ensure that employees are aware of what is permitted regarding OSN, what risks are involved from a professional and personal point of view, and what the technical implications are.

Employees play an important role in making any organization successful in the dynamic environment and prove to be an important asset for any organization. In a dynamic environment economies and organizations are facing uninterrupted changes and now the dependence on manual workers is shifting towards the productivity of knowledge workers. Bernolak (1997) elucidate employee productivity as 'how efficiently and skillfully the employees use the resources for the completion of assigned targets or project. If the amount of output is more by utilizing the same resources or if the group of workers engaged in similar tasks produces equal goods from the use of peripheral resources it is termed as 'increase employee productivity'.

In the present research paper, 'productivity' is defined as a metric based on the quality and output of work with the number of valuable working hours consumed by an employee energetically while undertaking the assigned task or to meet the standard arrangement for which he or she was employed (Choudhary et al., 2017). Productivity also refers to the total estimated assessment for the business where an employee performs over a specific period (Sethela June & Mahmood, 2011). Employee productivity comprises values, results, and various attainments which are accomplished through efforts (C-F. Chen, 2014). It is straightly linked to the capability of any person because the productivity of an employee tends to increase when the system is having stress free atmosphere at their workspace (Kumasey et al., 2014; Haque, Aston & Kozlovski, 2018). The success of the organization depends upon the eminence of work done by an employee (Caillier, 2010).

The organizations which are acquainted with the fact have completely focused on the components affecting the employee's productivity (Dinc, 2017). Social networking systems within organizations have been termed as the essence of 'knowledge capital' (Acquaah, 2008). Online social networking helps to create 'communities of practice' (CoPs) or 'communities of interest' basically it helps to bring together those people who have a passion to share something that is docile at, and who strive to learn regularly the art of doing it 'improved' (Wenger, 2004). Ferreira, A., & Du Plessis, T. (2009) opines that presently the knowledgeable worker can efficiently perform in big virtual groups; moreover, the social networking platform provides such an online juncture. Hence, social networking creates intellectual capital for the organization. Intellectual capital is the employee's awareness that can be applied in terms of financial growth or any further beneficial intention that might be favorable to an organization. Therefore, it has been seen that the knowledge workforce of today works proficiently in enormous virtual groups as well as prevails in such a climate in which they enhance their insight exchanging abilities. If information is shared with an online community of practice (OCoP), then social networking sites provide an independent technology that allows intercommunication and learn together (Ryberg, T., & Larsen, M. C., 2008). Online media has also become a powerful method for promoting the growth of entrepreneurs (Jagongo, A., & Kinyua, C., 2013). The view of, Turban, E., Bolloju, N., & Liang, T. P (2011) also supported this statement that many of the social networking sites have also transformed into sites for business promotion which may generate work-related many new avenues. They quote an example of LinkedIn, which facilitates connecting businesses and placements for various jobs.

### **Theoretical Framework**

To strengthen the idea the author searched for some theories which gave support to the researcher's hypothesis. The social capital theory of knowledge transfer proposes the exclusive combination of collaboration and communication by using enterprise social media (ESM) that overcome the barriers of knowledge sharing and enhance work performance (Cao et al.'s 2012). Dennis et. al. (2008) propounded the 'Media synchronicity theory' which explained the mechanism of enhancing knowledge between people through communication mediums. The 'Time, Interaction and Performance theory' given by McGrath gives justification to social media networking. The author stated that workers perform three activities at the same time: "Production, Team well-being, and Member support" in which social networking plays an important role (McGrath, 1991; Cao et al., 2012). Vekatesh et al (2003) develop the "Unified Theory of Acceptance and Use of Technology (UTAUT)" model that clarified the client's expectation and resulting conduct about using the technology and resulted that efforts required and results expected straightforwardly affect the usage behavior of peoples (Venkatesh et al. 2003).

### **Literature Review and Hypotheses Development**

In the 21<sup>st</sup> century, the existence of workplaces with Social media networking is being considered as the most considerable business developments as it has added another magnitude to connect with people (Ray, 2008) greater market accessibility, consumer outreach, employee involvement, and connecting with other organizations (Munene & Nyaribo, 2013). Moreover, (Kimani, 2015) mentioned that social media networking facilitates the employees to reach prospective customers, specifically those who belong to distant geographic locations. It also empowers businesses to contact and interact timely with their consumers at a fairly economical and higher level of coherence that cannot be carried out through traditional communication

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methods. Online Social networking is such a podium where organizations interconnect with different stakeholders. As a result, firms are getting more interested in using social media for building professional associations and strengthening links with their employees and various other stakeholders (Macnamara&Zerfass, 2012, Nga Ling Chan &Guillet, 2011). Through the progress of online social networking technologies, today it is feasible to develop fast connections and to reach a comparatively larger expert audience (Cao, Guo, Vogel, & Zhang, 2016).

H1a: *Networking Ties are the drivers of Social media.*

Online social networking also offers a marvelous podium to comprehend how people build up their networks and then share the information with others. Various studies showed that organizations across the globe have espoused various social networking strategies to improve productivity by sharing cognitive knowledge in team-related work (Turban, Bolloju, & Liang, 2011). Matson and Weiss (2007) also agree on this viewpoint and they include that groups of persons who keep interacting frequently through various virtual groups and are committed to enhancing their creative and innovative skills by the exchange of information.

H1b: *Knowledge sharing analysis is the driver of Social media.*

(Parveen et.al 2016) argued that social media conversation has a very strong and positive impact on the performance of organizations on various parameters such as cost-cutting, better customer associations, and improved information advancement. (Sashi, 2012) argued that the communal nature of social media with the capability for establishing conversations between personals and the firms in the communities of the traders and the customers involve customers in the generation of content and the added value has encouraged the practitioners with the potential to work for customers better and satisfy their requirements. OSN validates identity to social media users in establishing portrait for the social activities and it permits the frequent users to further create and exchange the content generated by users with no space-time constraint factors (Cetinkaya, A. S., & Rashid, M.,2018). Further, the social exchange theory interprets how individuals engage with others in a cost-benefit framework (Pan, 2012).

H1c: *Cost-benefit analysis is the driver of Social media.*

The introduction of social media at the workplace enhances association with the world outside the office. It raises both negative and positive effects on employee productivity (Baker D, Buoni N, Fee M, Vitale C, 2011). When the employee engagement is to communicate with their coworkers it helps to motivate them and come up with more innovative ideas. On the other hand, it has been seen the majority of employees during working hours spend maximum time on social media to connect with the individuals outside the business firms for open communication, to create personal connections, and for non-work related activities which not only reduce employee productivity but also hinder employee withholding and make employee self-centered (Kerekes L,2012).

H2a: *Social media use at work enhances, time management among employees.*

Sigala and Chalkiti (2015) stated that in the present technical world, the exchange of knowledge, business, and innovative behavior among employees are extensively acknowledged for foster survival, achieving competitive advantage, excellent outcomes, and worker acclimation. Moqbel (2012) emphasis that, innovative behavior of an employee is a major determinant in achieving higher performance. The pervasiveness, of OSN, has also entered the

place of work it facilitates organizational contact and knowledge sharing in addition to innovative work behavior among employees which was not viable in the past (McAfee, 2006).

H2b: *Social media use at work enhances, innovative behavior among employees.*

(Pettenati MC & Cigognini ME, 2007) believed that the interest-sharing groups on social media platforms foster a systematic development of various cliques around a common benefit like career, political or cultural tendency. It also includes the interaction among individuals sharing, making, exchanging, and giving feedback while being present in virtual cliques and webs. (Pitt M & Bennett J, 2008) in his studies presented the perceived benefits which social media can offer at the workplace like more streamlined communication channels, knowledge and skill sharing, and channels to enhance informal learning and improvement into morale and job performance.

H2c: *Social media use at work enhances, work performance among employees.*

Social media networking is a mechanism that encourages the interaction and progression of information between employees through its mechanical devices and applications in the working environment (Zhang, 2016). The authors recommend that online social networking has the potential to foster organizational social capital that will subsequently help in the transfer of knowledge. Social relations and knowledge enlightenment both facilitate and nourish employee productivity. So, in the current research, the dependent variable was employee productivity while usage of social media was an independent variable.

H3: *There is a significant positive association between social media at work and employee productivity.*

### **Research Method**

Descriptive research design has been used to observe the relationship existing between the usage of online social media at the workplace and the productivity of employees in the service-contributing sector. In the current study banking, IT service sector, and health sector were considered as the service-providing sectors. The demographic profile and characteristics of the respondents are given in Appendix 2. 5-points Likert scale questionnaires were distributed to 400 respondents from a population engaged in a service-providing sector that has internet connectivity at their workplace but after examining the feedback only 392 questionnaires were found complete. So, for further research sample size is taken as 392. The item and response ratio of 1:11 is taken in the present study which is adequate (Hinkin T.R, 1995). The ratio of male and female respondents is taken 40% and 60% for the study (Maijumdar 2018). The sample consisted of respondents from North Indian states working in the service sector. In the proposed model (Figure 1) most of the scales of latent variables were based on a literature review. The items adopted in the scale were modified to fit in the current study and paths (arrows) show associations between latent (independent) variables and dependent variables (employee productivity). To collect data from the respondents, all the items were precise by using a 5-point Likert scale questionnaire varying from “5. strongly agree” to “1. strongly disagree”. The research methodology applying for data analysis was done in two-track. The first step uses confirmatory factor analysis (CFA) to test the validity, consistency, and model fit of various measurement items in the scale. The second step examines the path (arrow) relationship between the proposed measurement model and proposed hypotheses (Hox & Bechger, 2006).

### **Confirmatory Factor Analysis for Composite Reliability and Validity**

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CFA is a measurement model that is commonly used to evaluate the validity of the proposed model in SEM (Walker and Maddan, 2013). To check the construct's composite reliability and validity confirmatory factor analysis was applied on the items of usage of online social networking at the workplace and employee productivity separately to test how well the model is significantly fit by using AMOS software. Table 1 shows the outcome of CFA representing a standardized estimate of the constructs. One item of NT1 from network ties and another item of TM6 from time management were eliminated due to low factor loadings. All other factors loaded were significant and acceptable. The least satisfactory benchmark is 0.7 for composite reliability (Hulland, 1999) and it is 0.5 for average variance extracted (AVE) (Magner, Welker, & Campbell, 1996). The results of the current study show that both (AVE > 0.5 on all occasions) and (CR > 0.7 on all occasions) exceeded the benchmark. The composite reliability coefficients of the proposed model constructs ranged from 0.824 and 0.915.

**Table 1 Internal Consistency, Composite Reliability, and AVE**

Variables	Items	Standardized Estimate	Standard Error	Critical Ratio	Average variance Extracted	Composite reliability
<b>NT (Network ties)</b> <b>Mean=4.33</b> <b>Std.dev=0.55</b>	NT2	0.669				
	NT3	0.894	0.143	11.269	0.686	0.915
	NT4	0.905	0.142	11.32		
	NT5	0.84	0.137	10.964		
	NT6	0.813	0.132	10.797		
	<b>KS (Knowledge sharing)</b> <b>Mean=3.66</b> <b>Std.dev=0.75</b>	KS1	0.778			
	KS2	0.816	0.065	16.796	0.594	0.88
	KS3	0.734	0.071	14.869		
	KS4	0.75	0.072	15.252		
	KS5	0.773	0.069	15.802		
<b>CB (Cost-benefit analysis)</b> <b>Mean=4.20</b> <b>Std.dev=0.69</b>	CB1	0.799				
	CB2	0.551	0.143	8.658		
	CB3	0.708	0.126	9.996	0.529	0.914
	CB4	0.994	0.161	11.563		
	CB5	0.654	0.134	9.584		
	CB6	0.513	0.124	8.263		
	CB7	0.532	0.144	8.462		
	CB8	0.677	0.126	9.765		
	CB9	0.997	0.159	11.571		
	CB10	0.658	0.133	9.616		

<b>WP (Work performance)</b>	WP1	0.525				
<b>Mean=3.68</b>	WP2	0.624	0.112	9.574	0.614	0.882
<b>Std.dev=0.84</b>	WP3	0.689	0.126	10.146		
	WP4	0.986	0.149	12.006		
	WP5	0.98	0.148	11.992		
<b>TM (Time Management)</b>	TM1	0.688				
<b>Mean=4.13</b>	TM2	0.787	0.078	14.188	0.629	0.824
<b>Std.dev=0.77</b>	TM3	0.897	0.081	15.823		
	TM4	0.797	0.078	14.359		
	TM5	0.783	0.079	14.137		
<b>IB (Innovative Behaviour)</b>	IB1	0.67				
<b>Mean=4.23</b>	IB2	0.775	0.071	12.012		
<b>Std.dev=0.79</b>	IB3	0.884	0.072	13.685	0.58	0.845
	IB4	0.7	0.073	14.641		

### Discriminant Validity

Table 2 represents the results in the correlation matrix between the constructs of the proposed model that are summarized in table 1. For assessing adequate discriminant validity the value of the square root of AVE in the diagonal should be considerably greater than their correlation coefficients with off-diagonal values for each construct in the corresponding rows and columns. Table 2 demonstrates that the diagonal values (the square root of AVE) of each construct are significantly greater than their correlation coefficients off-diagonal values indicating adequate discriminant validity.

**Table 2**

	<b>Networkin g</b>	<b>Knowledg e Sharing</b>	<b>Cost- benefit analysis</b>	<b>Work Performan ce</b>	<b>Time Managemen t</b>	<b>Innovativ e behavior</b>
<b>Networking Ties</b>	<b>0.828</b>					
<b>Knowledge Sharing</b>	.311**	<b>0.727</b>				
<b>Cost- Benefit analysis</b>	.537**	.217**	<b>0.770</b>			
<b>Work Performanc e</b>	.280**	.390**	.203**	<b>0.783</b>		
<b>Time</b>	.437**	.219**	.290**	.400**	<b>0.761</b>	



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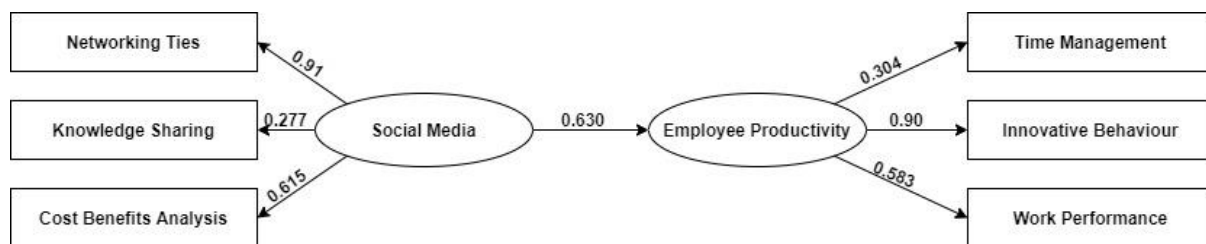
<b>Management</b>						
<b>Innovative Behaviour</b>	.466**	.178**	.382**	.335**	.404**	<i>0.793</i>
**. Correlation is significant at the 0.01 level (2-tailed). Items in italics represent the square root of AVE						

### Structural Equation Modeling & Discussions

A structural equation model using AMOS 20 was applied to test the model. Fig. 1 exhibits the SEM outcome for the exogenous (latent) construct of usage of online social networking at the workplace. Networking ties with various stakeholders, Knowledge Sharing, and Cost-benefit analysis are antecedents of the use of online social media. The endogenous construct of employee productivity are Work performance, Time management, and Innovative behavior. This model depicted that all the constructs of the use of social media at the workplace ( $R^2=0.58$ , Std. factor loading=0.63,  $p < 0.001$ ) had a significant positive effect on employee productivity.

Table 3 presents a review of the model constructs showed that networking ties with various stakeholders emerged as the strongest driver in the use of online social networking at the workplace with (Std. Loadings=0.91) followed by cost-benefit analysis (Std. Loading =0.616) and Knowledge sharing (Std. Loading =0.277) though emerged considerably but had the minimum factor loadings in contrast to other drivers. Among the three constructs of employee productivity, the use of online social media has significantly affected the innovative Behaviour (Std. Loading =0.902) of the employees followed by work performance and time management which in return ultimately affect the employee's productivity.

The findings of the current study support the proposed research hypothesis ( $H1: \beta = 0.630$ ,  $p < 0.001$ ). Table 3 showed standardized regression weights of the structural model that indicate the model as a good fit. It also provides a shortlist of the model yielded statistically fit indices and concluded that the model is statically fit and acceptable.



**Figure 1 illustrates the drivers of social media and its impact on employee productivity**

**Table 3 Standardized Regression Weights**

Variables	Estima	S.E.	C.R.	P
-----------	--------	------	------	---

<b>te</b>						
<b>Networking ties</b>	<---	Social media	0.91			
<b>Knowledge sharing</b>	<---	Social media	0.277	0.07	5.806	** *
<b>Cost-benefit analysis</b>	<---	Social media	0.616	0.05 9	14.27 3	** *
<b>Innovative Behaviour</b>	<---	Employee Performance	0.902			
<b>Time Management</b>	<---	Employee Performance	0.304	0.05	13.18 4	** *
<b>Work Performance</b>	<---	Employee Performance	0.583	0.06 1	6.472	** *
<b>Social Media</b>	<---	Employee Performance	0.630	0.05 1	16.05 0	** *

**Goodness of fit statistics CMIN/df=3.694, GFI=0.982, NFI=0.964, RFI=0.968, IFI=0.990, TLI=0.978, CFI=0.99, RMSEA= 0.06, \*\*\* significant at 0.001 probability level, \*\*significant at 0.01 probability level**

**Table 4 Results of Hypotheses Framed**

<b>Hypotheses framed</b>	<b>Result</b>
<b>H1a: Networking Ties are the drivers of Social media.</b>	Accept
<b>H1b: Knowledge sharing analysis is the driver of Social media.</b>	Accept
<b>H1c: Cost-benefit analysis is the driver of Social media.</b>	Accept
<b>H2a: Social media use at work enhances time management among employees.</b>	Partially
<b>H2b: Social media use at work enhances innovative behavior among employees.</b>	Accept
<b>H2c: Social media use at work enhances work performance among employees.</b>	Accept
<b>H3: There is a significant positive association between social media at the workplace and employee productivity.</b>	Accept

### Findings

The findings of the current study were considerable and reliable with the literature accessible. Network ties signify the span and potency of the associations and the connections regularity among employees. OSN deployment at the workplace facilitates in communicating people

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having common attentiveness and interests which in turn helps to discover or maintain professional networks and to strengthen ties with contemporaries at the workplace and build team co-hensiveness (Chiu et al., 2006). In respect of network ties with various stakeholders and to develops its relationship with customers through constant communication with them. (Macnamara and Zerfass, 2012) also pointed out that organization uses the online social network for their official benefits in terms of enhancing their sale dimensions and expand their networks. Organizations generally use the OSN to attract targeted customers as well as to engage their existing customers. Online social media facilitates relations across the space-time continuum and organizational borders. In terms of cost-benefit analysis, OSN no longer requires to rely mainly on face-to-face communication but instead rely on the virtual group of people formed by social media, especially when the workforce is employed in different places or distantly. Usage of online social media helps to penetrate new markets and sectors for spreading globally. Further, the conclusion of the research paper is also reliable with the contributions of (Ali-Hassan et al. 2015) who mentioned in their research the linking magnitude of use of online social networking at the workplace with employee productivity and found that social media empowering social and cognitive use of technological savvy and had a positive effect on employee's innovative behavior and routine performance.

### **Conclusions& Implications**

Social networking fosters alliance and information sharing, which may prompt expanded productivity of employees through the formation of “ Online communities of practice”. Bennett, et al., (2010) explains that the social network of employees plays an epochal part at workplaces, now professional connections have become vital to all types of occupation that depend on projects and group-related activities. Enhanced communication and social setting practices using technology can give a boost to productivity e.g. relying on others from outside for resources and facts can provide highly important resources which are linked with a high group performance. To conclude, the use of social media at the workplace ensured an increase in the accessibility of information, its sharing, and connectivity. It has also improved the efficiency trend of workers.

The empirical outcomes of this study provide significant suggestions for the organizations and depict that, a part of the social connections are business-oriented which creates various job-related occasions. Various social media sites such as LinkedIn concentrates on business connections and various job placements. Same way, various organizations have also started pages on Facebook, Twitter, MySpace, LinkedIn, Second Life, and many other social sites as well as participate in various discussion forums, blogs, and also on microblogs. Above mentioned sites are increasingly being used for activities such as advertisements and marketing. Thoughtfulness the proposed model of the usage of social media at the workplace in the current research is essential for organizations in India as well as promising economies to recognize the benefit of social media. Therefore, it can be recommended that organization executives should focus more on social media technologies and integrate these technologies into their existing business operations.

### **Limitations of the Research and Future Directions**

The current research has some restrictions that explore further research opportunities. One of the important limitations of this research is the requirement of generalizing the ability of its findings.

The study was limited in terms of scope since the data were composed of the North Indian states, and the findings may be most suitable for these regions only. The second limitation is that the researchers may incorporate other relevant variables on the dimensions of online social networking like usefulness and ease to use, trust, and shared vision and for employee productivity, other relevant variables may be Contextual Performance, job satisfaction, and organizational commitment.

Future research may incorporate the governance strategies for justifying the potential risks related to the usage of social media networks at the workplace. Security apprehension was acknowledged as one of the challenges facing the implementation of usage of online social networking in organizations. Correct use of social media can provide benefits for the organization on the other hand if it is not managed properly; it can create many legal, financial, and personnel risks. To cope up with the potential risk and avail the maximum benefit of social media at the workplace the management in an organization needs to find out a strategy to get the utmost advantage of its application in various business processes.

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### Appendix 1 Demographic Profile and Characteristics of the Respondents

Demographic Characteristics N=220		Response	Percentage
<b>Gender</b>	Male	235	59.95
	Female	157	40.05
<b>Marital status</b>	Married	212	54.08
	Unmarried	180	45.92
<b>Age</b>	18-24	92	23.47
	25-34	184	46.94
	35-49	116	29.59
<b>Education</b>	Bachelor	90	22.96
	Post graduate	160	40.81
	Others	142	36.22
<b>Status at work place</b>	Company Owner	24	6.122
	General Manager	56	14.29
	Department Manager	84	21.43
	Foreman	64	16.32
	Worker	164	41.84
<b>Employees Work experience</b>	Less than 1 year	80	20.41
	1-5 years	94	23.97
	5-10 years	142	36.22
	More than 10 years	76	19.38
<b>Department</b>	Human Resources	44	11.22
	Marketing	68	17.35
	Services production	92	23.47
	Management	112	28.57
	Others	76	19.38
<b>Sectors</b>	Banking and Finance	144	36.73
	IT Service Sector	168	42.87
	Health Sector	80	20.41