

# Use of Social Media on Employee Job Performance

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## Abstract:

In Contemporary Business world of increased expectations, growing influence of social media and networking, companies find new ways to engage the workforce. Organizations finally became serious to integrate social technologies into recruitment, development and engagement practices. At present social integration is the status quo of all organizations. Employee engagement is a workplace approach designed to ensure that employees are committed to their organization's goals and values, motivated to contribute to organizational success, and are able at the same time to enhance their own sense of well-being. Using social media business creates an environment of collaboration.

This is a empirical research and the purpose was to investigate the effect of use of social media usage on employee job performance in the IT Sector. Survey data were collected from 50 respondents through the simple random sampling technique. A Structural Equation Modelling method was employed for data analysis. Results demonstrated a positive and significant relationship between use of social media and employee job performance. Since the use of social media is inevitable in work environments, management in organizations should find ways to get the maximum benefit of its use in business processes.

**Key Words:** Social Media, Employee Engagement, Job Satisfaction.

## Introduction:

The era of social media started in 1997 on its first popular site called SixDegree.com allowing users to create personal profiles and a friends list online (Boyd & Ellison, 2007) followed by blogging platforms like Blogger and Live Journal in 1999 and the rest such as Wikipedia in 2001, Myspace in 2003, etc . Technologies widely grew, social media has moved quickly from the tech-savvy domain to the mainstream (Shirky, 2008) penetrating into organizations at a rapid pace. A survey done by McKinsey reported that 65% of organizations use social media based technologies to motivate and enhance performance (Bughin & Chui, 2010).

In 2013, organizations finally became serious to integrate social technologies into recruitment, development and engagement practices. At present social integration is the status quo of all organizations. Employee engagement is a workplace approach designed to ensure that employees are committed to their organisation's goals and values, motivated to contribute to organisational success, and are able at the same time to enhance their own sense of well-being.

David Macleod (2009) describes employee engagement as “How we create the conditions in which employees offer more of their capability and potential.” An ‘engaged employee’ is one who is fully involved in, and enthusiastic about his work, and thus will act in progress of his organization's interests. The positive attitude and energy from an engaged workforce pays dividends in employee retention and attraction of top talent.

Employee engagement is a key business driver for organizational success. It helps to differentiate the organizations, and with high level of employee engagement, firms can promote retention of talent, foster customer loyalty and improve organizational performance and stakeholder value. Employee engagement is influenced by many factors—from workplace culture, organizational communication and managerial styles to trust and respect, leadership and company reputation.

**Social Media:** Online networks and two-way communication channels connect users in the virtual world, establishing new relationships that expand users' networks and facilitate user participation in interactions and exchanges. Social Media has become an integral part of the way we live and work. Social media comes with great advantages to teams, individuals, and the collective knowledge of an organization. Companies agree that social networking has become an integral part of the business world.

Employers who acknowledge the need for social interaction in the workplace offer internal social media platforms, called enterprise social networks, to channel the need for social activity. An enterprise social network is an exclusive network only accessible to the business and its internal users. An enterprise social network meets company and employee needs to be engaged. Users can share thoughts, photos, updates, and more without leaving the work environment. According to a Microsoft survey of 9,000 workers across 32 countries, 31 percent would be willing to spend their own money on a new social tool if it made them more efficient at work.

According to Kaplan & Heinen (2010), as cited in Majchrzak, Faraj, Kane, & Azad (2013), social media is “a group of Internet-based technologies that allows users to easily create, edit, evaluate, and/or link to content or to other creators of content” (p. 38). Li and Bernoff (2011) say the groundswell created by social media has changed the balance of power by creating a scenario where individuals have the power to undermine the communication efforts of organizations (p. 13). Kaplan and Haenlein, (2010) state that the platforms of this

large group of applications can be categorized on the basis of two aspects – ‘Media richness’ and ‘Social presence’. Social media is a means for social interaction, as a superset beyond the natural social communication. As enabled by the existing and expanding communication techniques, social media have changed substantially communication between both organizations and individuals Kietzman et al, (2011); Henricks, 2009).

Social media started as a way for people with similar interests to get to know one another and interact. One of the earliest sites that could be considered social media was MUD or Multi-User Dungeon (the “D” could also stand for Dimension or Domain) and it was a place for those interested in role-playing games to interact with each other and chat Edosomwan, Prakasan, Kouame, Watson, & Seymour, (2011).

Leonardi, Huysman, & Steinfield (2013) define enterprise social media as a “web-based platform that allows workers to communicate messages with specific co-workers or broadcast messages to everyone in the organizations; explicitly indicate or implicitly reveal particular co-workers as communication partners; post, edit, and sort text and files linked to themselves or others; and view the messages, connections, text, and files communicated, posted, edited, and sorted by anyone else in the organization at any time of their choosing” (p. 2).

### **Employee job performance**

Job performance can shortly be defined as “all kind of behaviours at work” (Jex & M, 1998). Job performance is linked with ability of employees, awareness about assigned goals, fulfilling expectations and achieving assigned goals for the organizations (June and Mahmood, 2011: 96). Job performance is the Overall expected value for the organization where an employee performs over a stipulated period of time. Relatedly,

Several studies have examined the dimensions of employee job performance as task performance, contextual performance, adaptive performance and creative performance (Catalasakal, 2016: 17). Task performance is directly related to the technical aspects of the organization and if it supports the core principles of any organization either by executing its processes or maintaining its required services (Harari et al., 2015: 498; Uryan, 2015: 3). Contextual performance is the behavioural patterns that support the psychological and social context in which task activities are performed (Stone-Romero et al., 2009: 104). Contextual performance contributes to help, cooperate and suggest methods to improve organizational processes. In other words, contextual performance is a behaviour that contributes to the organization by coordinating with colleagues, following rules, and putting extra efforts.

Adaptive performance is about the employees’ ability in understanding and adopting the changes in an organization (Pulakos et al., 2000). Pulakos et al. (2000) classified eight dimensional

behaviours for adaptive performance in their research: new task learning, handling the working stress, adaptability of new technologies, adaptability of new procedures, creative problem solving and interpersonal adaptability (Uryan, 2015: 4). In short, adaptive performance measures whether employees are able to creatively solve the problems, deal with uncertain situations, learn new tasks, technologies and procedures (Koopmans et al., 2013: 8).

Advancement in internet based applications, now called social web or web 2.0 technologies, affect the job performance (Amo et al., 2011: 547). Web 2.0 applications such as blogs, WhatsApp and social networking sites, contribute to make communication and knowledge sharing process more efficient which ultimately affect employee job performance (Louie et al., 2016: 240). Especially, when employees work at different and remote locations, they adopt web 2.0 technologies to build relations with one another for official purpose at the workplace (Dunne et al., 2010: 53).

### Research Hypothesis

The Purpose of this study was to examine the relationship between the use of social media and employee job performance in the IT sector. Questionnaires were used to collect data. The questionnaires consisted of three parts; the first part measured “use of social media”, the second part measured “employee job performance” and third part consisted of the demographic information of participants. Both “use of social media” and “employee job performance” measures were found to be reliable and the Cronbach’s Alpha values ( $\alpha$ ) were 0.94 and 0.87 respectively.

The population of the research were employees working for IT Sector located in Bangalore. Bangalore is known as the IT Capital of India. A Total of 50 Samples was randomly selected from different IT industries. Exploratory Factor Analysis, Confirmatory Factor Analysis and Structural Equation Modelling techniques were employed for data analysis.

Based on the literature, the following hypothesis was postulated:

**H<sub>1</sub>:** Use of social media at the workplace has a positive effect on employee job performance.

### Demographics:

Demographic characteristics of the participants are as below. Frequency Analysis was done to analyze the demographic profile. Majority of the respondents were male, Majority were in Associate position, in the age group of 31-40 years, Majority of them had a Bachelors Degree, and Experience level was 6 to 10 years.

**Frequencies of Gender**

Levels	Counts	% of Total	Cumulative %
Female	19	37 %	37 %
Male	32	63 %	100 %

**Frequencies of Position**

Levels	Counts	% of Total	Cumulative %
Associate	26	51 %	51 %
Manager	13	25 %	76 %
Supervisor	12	24 %	100 %

**Frequencies of Age**

Levels	Counts	% of Total	Cumulative %
21-30 years	22	43 %	43 %
31-40 years	25	49 %	92 %
41-50 years	3	6 %	98 %
51-60 years	1	2 %	100 %

**Frequencies of Education**

Levels	Counts	% of Total	Cumulative %
Bachelors	26	51 %	51 %
Others	1	2 %	53 %
PG	24	47 %	100 %

**Frequencies of work\_exp**

Levels	Counts	% of Total	Cumulative %
1 to 2 years	10	20 %	20 %
3 to 5 years	11	22 %	41 %
6 months to 1 year	5	10 %	51 %
6 to 10 years	17	33 %	84 %
Less than 6 months	4	8 %	92 %
More than 10 years	4	8 %	100 %

**Explanatory Factor Analysis for the Measure of Use of Social media**

An exploratory factor analysis was conducted for the measure of “use of social media” as depicted in Table

**Use of Social Media Explanatory Factor Analysis (n= 50)**

**KMO and Bartlett's Test** Kaiser-Meyer-Olkin Measure of Sampling Adequacy =  
0.905 (Bartlett's Test of Sphericity)  
Approx. Chi-Square ( $\chi^2$ ) = 2082.532

df (Degree of freedom) = 45 Sig. = 0,000		
Rotated Components Matrix <sup>a</sup>	Components	
	Perceiv ed Usefuln ess	Perceived Ease to use
Using social media makes my work fast.	0.904	
Using social media makes my work easier.	0.891	
Using social media increases my working performance.	0.888	
Using social media makes my work effective.	0.881	
Using social media increases my work productivity.	0.871	
I often use social media to perform my work.	0.843	
Use of social media is helpful at my workplace.	0.745	
It is easy to learn how to use social media.		0.920
It is easy to interact on social media.		0.905
I like to use social media.		0.744
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. a. Rotation converged in 3 iterations.		
Perceived Usefulness: Eigen value = 6.633; Explained variance % = 54.172; $\alpha=0.961$ Perceived Ease to use: Eigen value = 1.535; Explained variance % = 27.510; $\alpha= 0.874$ Total variance explained = 81.682 %		

### Explanatory Factor Analysis for the Measure of Employee Job Performance

An exploratory factor analysis was conducted for the measure of “employee job performance” as depicted in Table. The KMO measure of sampling adequacy suggested that the sample was factorable KMO = 0.87. The Bartlett's Test of Sphericity test had a statistically significant result,  $\chi^2 = 1383.586$ , df = 153, p <000, indicating that factor analysis for the employee job performance structure can be applied. Then, a factor analysis based on the "varimax" vertical rotation method was performed. Exploratory factor analysis generated three dimensions for the measure of

employee job performance: time management, task performance, and contextual performance. These dimensions explained 64.02 % of total variance, thus we could reduce the complexity of the data set by using these components. Compound variables were generated for each dimension separately to conduct succeeding analysis of the research.

**Employee Job performance Explanatory Factor Analysis (n=50)**

**KMO and Bartlett's Test** Kaiser-Meyer-Olkin measure of sampling 0.874 (Bartlett's Test of Sphericity) adequacy=

Approx. Ki-Square ( $\chi^2$ ) = 1383.586 df (Degree of freedom) = 153

Sig. = 0,000

Rotated Components Matrix <sup>a</sup>	Components		
	Time Management	Task Performance	Contextual Performance

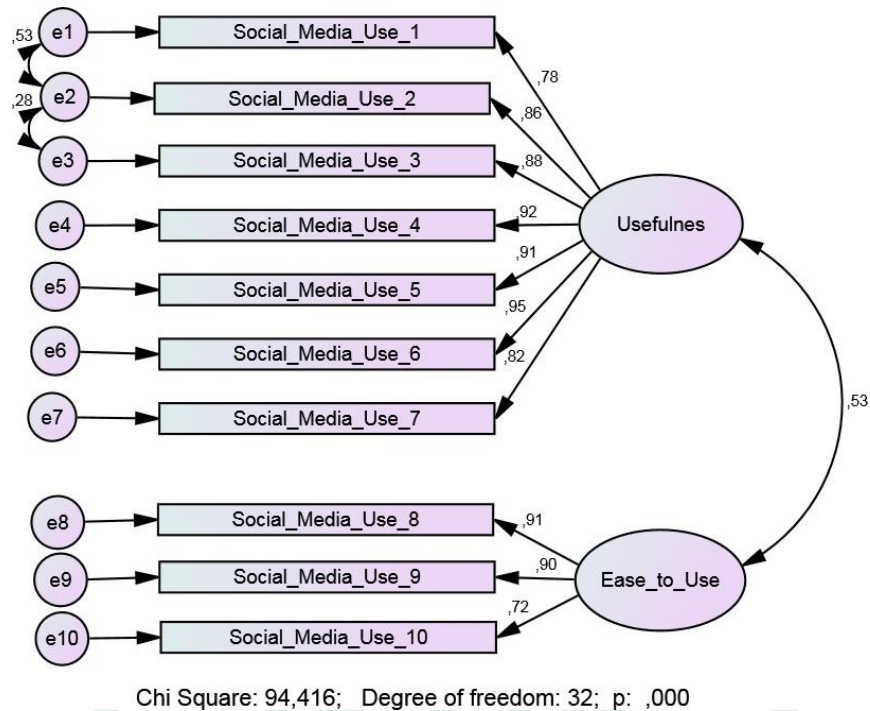
I plan my work to complete it on time	0.842		
I always keep in my mind the target that is related to my job.	0.807		
I comply with deadlines at work, in any case.	0.657		
My work required struggle.	0.508		
I use resources economically.	0.501		
<b>(Reverse-7)</b> I do my work within my capacity.		0.870	
My job, I'm doing better than my colleagues.		0.791	
I am doing a lot of work.		0.724	
I am a master at my job.		0.668	
I can analyze the situation related to work correctly and move in the right direction.		0.667	
I make informed decisions about the task assigned to me.		0.531	
I undertake additional responsibilities beyond my own work.			0.792
I am actively involved in meetings related to my job.			0.788

I Keep up-to-date professional knowledge and skills.	0.65
	1
I find creative solutions when I face problems at my work.	0.58
	5
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.	
a. Rotation converged in 6 iterations.	
Time Management: Eigen value = 5.663; Explained variance % = 20.791; $\alpha=0.788$ Task Performance: Eigen value = 1.449; Explained variance % = 17.847; $\alpha=0.706$	
Contextual Performance: Eigen value = 1.301; Explained variance % = 16.290; $\alpha= 0.779$ Total variance explained = 64.021%	

### Confirmatory Factor Analysis

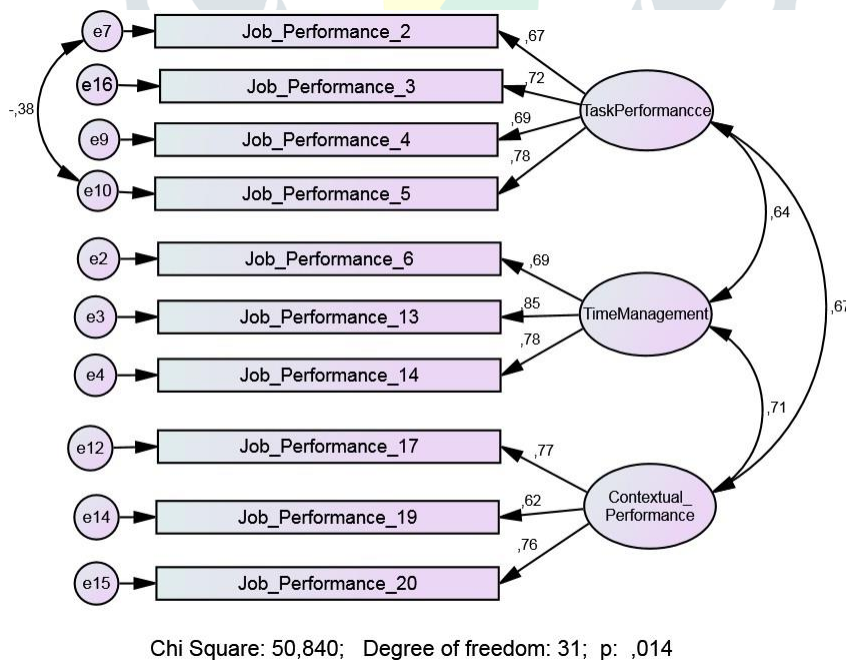
Confirmatory factor analysis (CFA) is a multivariate technique used to evaluate the validity of a construct (Walker and Maddan, 2013). When a CFA is conducted it uses a hypothesized model to forecast a population covariance matrix that is compared with the observed covariance matrix. Technically, the aim is to reduce the difference between the estimated and observed matrices (Schreiber et al., 2006). CFA provides many “goodness-of-fit” statistics to the researcher so as to how well the proposed model and items are correlated (Marsh et al., 2014: 86; Veale, 2014: 165). CFA was employed for the measures of use of social media and employee job performance separately to determine that the constructs are significantly fit by using AMOS software, as depicted in Figure 1. CFA yielded an acceptable fit model for the measures of use of social media (Catalakal, 2016: 49) ( $\chi^2$ : 94.416; df: 32; p: 0.000).





**Figure 1.** Confirmatory Factor Analysis for the Scale Social media

Tests for discriminant validity were found to be acceptable (Table), Average Variance Extracted (AVE) > 0.5 and the value of Composite Reliability (CR) also exceeded the benchmark (CR > 0.7). It was also observed that the value of Average Variance Extracted was greater than the value of Maximum Shared Value (MSV), in other words AVE > MSV.



**Figure 2.** Confirmatory Factor Analysis for Scale Job Performance

Depicted in Figure 2, CFA was employed to test the measure of employee job performance. It was concluded that model was fit and significant ( $\chi^2$ : 50.840; df: 31; p: 0.014). Tests for discriminant validity for this model were also found to be acceptable (Table). The value of average variance extracted was ( $AVE > 0.5$ ) and the value of composite reliability exceeded the benchmark ( $CR > 0.7$ ). The value of the average variance extracted was greater than the value of maximum shared value ( $AVE > MSV$ ).

Validity and Reliability of the construct job performance

	CR	AVE	MSV	MaxRH)	Time Management	Task Performance	Contextual Performance
<b>Time Management</b>	0,819	0,603	0,508	0,837	<b>0,776</b>		
<b>Task Performance</b>	0,810	0,516	0,442	0,816	0,637	<b>0,719</b>	
<b>Contextual Performance</b>	0,764	0,521	0,508	0,777	0,713	0,665	<b>0,721</b>

Covariance

Covariance analysis used to minimize the error variance and increase the strength of the model. It removes the systematic error which could affect the results and it is also clarifies the differences between the results of certain characteristics of groups (Burgazoglu, 2013: 19).

Standardized Residual Covariance (n =50)

Dimensions	Social Media		Social Media		
	1	2	3	4	5
<b>1. Usefulness</b>	1				
<b>2. Ease to Use</b>	0.544*	1			
	*				
<b>3. Time Management</b>	0.110	0.11	1		
		4			
<b>4. Task Performance</b>	0.224*	0.13	0.590*	1	
	*	3	*		
<b>5. Contextual Performance</b>	0.234*	0.12	0.557*	0.514*	1
	*	0	*	*	

Depicted in Table covariance among the variables shows that variables were significantly correlated. It was observed that the variable “usefulness” highly strong correlated with task performance, contextual performance and time management, whereas, variable “ease of use” was not correlated with any dimensions of job performance.

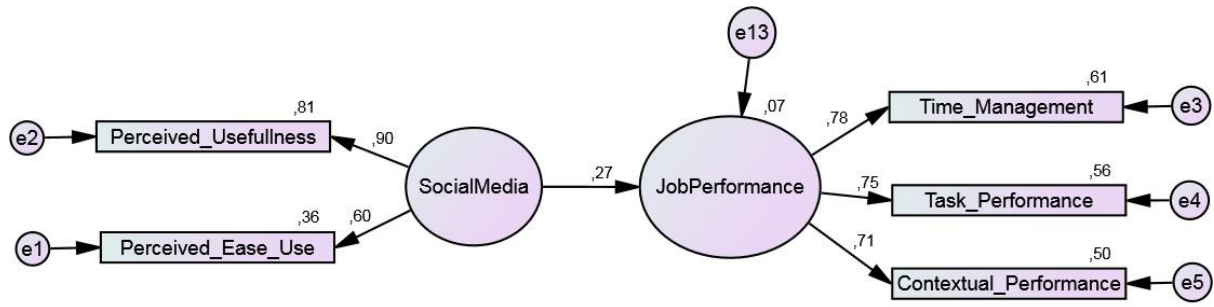
### Structural Equation Modeling

Structural equation modelling (SEM) is a multivariate analysis technique used to determine the strength of relationships among constructs. The main application of SEM is path analysis, which hypothesizes between variables and tests the models with linear equations (Liu & Hsiang, 2015: 784). There are many fit indices available to determine how well the theoretical model is fit. Table provided a list of fit indices that were used to determine the fitness of the model in SEM (Walker and Maddan, 2013).

**Table** Fit Indices of the Model

Shorthand	Index of Fit	Model is Accepted if	Findings
GFI	Goodness of Fit	Exceeds .90	0.966
AGFI	Goodness of Fit	Exceeds .90	0.928
RMR	Root Mean Square Residual	0 indicates perfect fit	0.034
RMSEA	Root Mean Square Error of Approximation	Is less than .06 (or .08)	0.061
$\chi^2$	Chi-square	$\chi^2/df \leq 3$	1.771

Depicted in Fig 3, shows the SEM results for the exogenous construct of use of social media, which contained two factors: usefulness and ease to use. The endogenous construct of employee job performance contained three factors: time management, task performance and contextual performance. Depicted in Table the model yielded statistically fit indices which showed that the model is statically fit and acceptable.



Chi Square: 7,882; Degree of freedom: 4; p: ,096

Structural equation modelling was applied to test the model (Figure 3). This model exhibited acceptable fit indices ( $\chi^2 = 7.882 (4), p: .096$ ; GFI = .986; AGFI: .946; RMSEA = .069) and found a positive relationship between the variables “use of social media” and “employee job performance”. Based on these findings, it can be said that the proposed research hypothesis (H1:  $\beta = 0.27, p: 0.096$ ) was supported. Table presents a summary of the model estimates.

**Standardized Regression Weights**

			Estimate
Job Performance	<---	Social Media	.270
Perceived Ease to Use	<---	Social Media	.603
Perceived Usefulness	<---	Social Media	.902
Time Management	<---	Job Performance	.779
Task Performance	<---	Job Performance	.750
Contextual Performance	<---	Job Performance	.707

**Discussion**

Earlier studies have shown that the use of social media at the workplace is positively correlated with job performance. Use of social media at workplace has a positive effect on job performance because it provides ease for employees to get suggestion from workmates and friends, and transfer knowledge (Ali-Hassan et al., 2015; Cao et al., 2012). Recent studies have anticipated that organizations that used social media in workplace tended to report high satisfaction with their employees’ job performance (Odoom et al., 2017, p. 25). Findings of this research are consistent with the literature.

Ali-Hassan et al. (2015) pointed out at their research that social and cognitive use of social media had a positive effect on an employee’s routine and on innovative job performance while the

hedonic use of social media had a negative effect on routine performance. Also, Lu et al. (2015), worked on corporate blogging and job performance and their findings revealed that the blog network was positively affecting job performance.

### Conclusion and Recommendations

In this research paper, the effect of use of social media on employee job performance was investigated. Results of this research provided empirical evidence to supporting the potential impact of use of social media at workplace.

It was concluded that organizations use social media in the workplace to enhance the performance of their employees in terms of task performance, contextual performance and time management. Results revealed that “usefulness” component of the use of social media construct was strongly correlated with job performance and contributed to improve the performance of employees. Usefulness is directly related with the functionality of social media applications. It can be said that employees are aware of benefits of the networking technologies. Hence, it is strongly suggested that management should conduct training programs for employees about proper use of social media for organizational purposes in the workplace to get the utmost benefit of such technologies.

In sum, social media has increased the access to information, sharing and networking. This in result improved the performance of employees. Therefore, management in organizations should invest in social media technologies and focus on how to integrate such technologies to their current business processes.

This research has some limitations that offers further research opportunities. Similar research can be conducted in other regions or countries to determine the effect of cultural differences. Researchers may also explore different effects of social media in other sectors for comparisons.

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