



Faculty of Cognitive Sciences and Human Development

**UNDERSTANDING THE ROLE OF SOCIAL MEDIA IN SHAPING
EMPLOYEE PRODUCTIVITY: A QUALITATIVE STUDY OF A
TELECOMMUNICATION INDUSTRY IN KLANG VALLEY**

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Bachelor of Science with Honours

(Human Resource Development)

2025

UNIVERSITI MALAYSIA SAWARAK

Grade:

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Final Year Project
Report



Masters

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PhD

DECLARATION OF ORIGINAL WORK

This declaration is made on the 16th day of July 2025.

Student's Declaration:

I, AMIRAH SAFAWATI AINA BINTI SAHRIZAL, 83200, FACULTY OF COGNITIVE SCIENCES AND HUMAN DEVELOPMENT hereby declare that the work entitled, UNDERSTANDING THE ROLE OF SOCIAL MEDIA IN SHAPING EMPLOYEE PRODUCTIVITY: A QUALITATIVE STUDY OF A TELECOMMUNICATION INDUSTRY IN KLANG VALLEY is my original work. I have not copied from any other students' work or from any other sources except where due reference or acknowledgement is made explicitly in the text, nor has any part been written for me by another person.

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PRODUCTIVITY: A QUALITATIVE STUDY OF A TELECOMMUNICATION
INDUSTRY IN KLANG VALLEY**

AMIRAH SAFAWATI AINA BINTI SAHRIZAL

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This project is submitted in partial fulfilment of the requirements for a Bachelor of Science
with Honours (Human Resource Development)

Faculty of Cognitive Science and Human Development

UNIVERSITI MALAYSIA SARAWAK

(2020)

The project entitled ‘Understanding The Role Of Social Media In Shaping Employee Productivity: A Qualitative Study Of A Telecommunication Industry In Klang Valley’ was prepared by Amirah Safawati Aina Binti Sahrizal and submitted to the Faculty of Cognitive Sciences and Human Development in partial fulfilment of the requirements for a Bachelor of Science with Honours (Human Resource Development).

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ACKNOWLEDGEMENTS

Assalamualaikum.

It is with immense gratitude that I begin by acknowledging the person who has played a crucial role in guiding me through this research journey, my supervisor, TS Ahmad Sofian Bin Shminan. His mentorship has been far more than academic supervision; it has been a source of inspiration, structure, and personal growth. From the very beginning, TS Ahmad Sofian provided the clarity and direction I needed to navigate this complex topic. His insightful feedback consistently challenged me to think critically, refine my ideas, and push beyond my limits.

Although I was initially disappointed that I couldn't pursue my original research on developing a training module for Human Resources, I am truly grateful that my supervisor supported the shift in direction. He took the time to understand my concerns and guided me with patience and care through the transition, ensuring that I remained confident and focused.

What I appreciate most is his unwavering support, especially during moments when I felt uncertain or overwhelmed. He never hesitated to make time for my questions, no matter how small and silly it was, and always encouraged me to stay committed. His dedication to his students and his passion for research have left a lasting impression on me. I am truly honoured to have had the opportunity to learn under his guidance. I wish him continued success in all his endeavours, and may he be blessed abundantly in everything he does. Aamin.

I would also like to extend my heartfelt thanks to my family, whose love and encouragement have been my anchor throughout this journey, even during the times I felt like giving up and considered extending my studies. To my friends, thank you for the laughter, the late-night pep talks, and the constant motivation throughout the years, especially during the difficult moments that tested our mental strength. And to all my lecturers, thank you for the knowledge and wisdom you've shared, which have shaped my academic foundation, especially AP Dr. Zaiton and Madam Ros, whose guidance I deeply appreciate.

Lastly, I want to acknowledge myself for the perseverance, the sacrifices, and the determination to see this through. This journey has tested me in more ways than I can count, but it has also

taught me the value of resilience and self-belief. I'm giving a warm hug to myself for all those nights I cried while working on my final year project. I'm proud of how far I've come, and I'm eager to see what the future holds.

Thank you.

Table of Contents

ABSTRACT.....	12
ABSTRAK	13
Chapter 1: Introduction	14
1.0 Introduction	14
1.1 Background of Research	14
1.2 Statement of Problem	14
1.3 Research Objectives	15
1.3.1 General Objective	15
1.3.2 Specific Objective.....	15
1.4 Research Questions	15
1.5 Definition of Terms.....	15
1.5.1 Social Media	15
1.5.2 Social Media Usage	16
1.5.3 Employee Productivity	16
1.6 Significance of Research	16
1.7 Limitation	17
1.8 Summary	17
Chapter 2: Literature Review	17
2.0 Introduction.....	17
2.1 Related Theories	17
2.2 Research Framework	19
2.3 Related Studies.....	19
2.3.1 Penggunaan Media Sosial di Lingkungan Kerja di Perguruan Tinggi XYZ	19
2.3.2 Social Media Usage and its Impact on Work Productivity at a Malaysian University.	20
2.3.3 Impact of Social Media Addiction on Employee’s Wellbeing and Work Productivity .	20
2.3.4 The Impact of Social Media on Workplace Productivity.....	20
2.4 Summary	21
Chapter 3: Methodology.....	21
3.0 Introduction	21
3.1 Research Design	21
3.2 Research Sampling Method	21
3.2.1 Sampling Method	21
3.2.2 Convenience Sampling Method.....	22

3.3 Research Instrument: Data Collection.....	22
3.4 Research Subject.....	22
3.5 Research Procedure.....	23
3.6 Data Analysis	24
3.7 Research Questions	25
3.8 Gantt Chart	25
3.9 Summary	26
Chapter 4: Results.....	26
4.0 Introduction	26
4.1 Analysis Findings	26
• Thematic Content Analysis.....	27
• Transcript Analysis	28
4.2 Main Findings	28
4.2.1. Exploring the Contextual Data of Social Media Usage on Employee Productivity.....	29
4.2.2. Determining the Extent of Social Media Usage Among Employees During Work Hours	32
4.2.3. Assessing the Impact of Social Media Usage on Employee Productivity.....	34
4.3 Summary	37
Chapter 5: Discussion and Conclusion	38
5.1 Introduction.....	38
5.2 Discussions.....	38
5.3 Implications of Research.....	39
5.4 Limitations of Research	40
5.5 Future Research	40
5.6 Conclusion	41
REFERENCES	42
APPENDIX A	46

ABSTRACT

This research investigates the impact of social media usage on employee productivity within the telecommunication sector in Klang Valley, Malaysia. As social media becomes increasingly embedded in professional environments, its dual role as both a productivity tool and a potential distraction has sparked debate. Employing a qualitative research design, this research utilises semi-structured interviews with six experienced human resource professionals to explore the contextual dynamics of social media usage during work hours. Thematic content analysis, guided by Braun and Clarke's six-step framework, reveals that while social media facilitates knowledge sharing, professional development, and workplace collaboration, it also poses risks such as distraction and reduced task efficiency when misused. The findings are interpreted through the lens of the Theory of Planned Behaviour, highlighting how attitudes, subjective norms, and perceived behavioural control influence employees' engagement with social media. This research contributes to the theoretical understanding of digital behaviour in organisational settings and offers practical insights for developing balanced workplace policies that optimise the benefits of social media while mitigating its drawbacks. Recommendations include the implementation of clear usage guidelines, training on digital self-regulation, and fostering a culture of responsible media engagement.

Keywords: Social media usage, employee productivity, workplace behaviour, telecommunication sector, Theory of Planned Behaviour, qualitative research, human resource management, digital workplace policies

ABSTRAK

Kajian ini meneliti kesan penggunaan media sosial terhadap produktiviti pekerja dalam sektor telekomunikasi di Lembah Klang, Malaysia. Dalam era digital masa kini, media sosial semakin menjadi sebahagian daripada persekitaran profesional, memainkan peranan sebagai alat komunikasi dan pembangunan profesional, namun turut menimbulkan cabaran dari segi gangguan kerja. Kajian ini menggunakan reka bentuk penyelidikan kualitatif melalui temu bual separa berstruktur bersama enam orang profesional sumber manusia berpengalaman. Analisis kandungan tematik berdasarkan enam langkah Braun dan Clarke digunakan untuk mengenal pasti corak dan tema utama dalam data. Dapatan menunjukkan bahawa media sosial menyumbang kepada perkongsian ilmu, pembangunan profesional dan kolaborasi di tempat kerja, namun juga boleh menjejaskan kecekapan tugas sekiranya digunakan secara berlebihan. Teori Tingkah Laku Terancang digunakan sebagai kerangka untuk memahami bagaimana sikap, norma subjektif dan kawalan tingkah laku yang dirasakan mempengaruhi penggunaan media sosial oleh pekerja. Kajian ini menyumbang kepada pemahaman teori mengenai tingkah laku digital dalam organisasi dan menawarkan cadangan praktikal untuk merangka dasar tempat kerja yang seimbang. Antara cadangan termasuklah pelaksanaan garis panduan penggunaan media sosial, latihan pengurusan sendiri digital, dan pembentukan budaya kerja yang bertanggungjawab secara digital.

Kata Kunci: Penggunaan media sosial, produktiviti pekerja, tingkah laku di tempat kerja, sektor telekomunikasi, Teori Tingkah Laku Terancang, penyelidikan kualitatif, pengurusan sumber manusia, dasar tempat kerja digital

Chapter 1: Introduction

1.0 Introduction

This research seeks to comprehensively explore the role of social media usage in the workplace in shaping employee productivity. This chapter is structured to provide a foundational understanding necessary for this investigation. It comprises the following sections: the background of the research, the statement of the problem, research objectives and questions. Furthermore, it encompasses the definition of key terms, the significance of the research, and the limitations inherent to this research. The chapter concludes with a summary encapsulating the main points discussed.

1.1 Background of Research

The evolution of social media has profoundly transformed communication paradigms both in personal and professional contexts. In contemporary workplaces, social media platforms are increasingly becoming integral to everyday operations, influencing various aspects of organisational dynamics. This section delves into the historical context and current trends in social media usage in the workplace, setting the stage for a deeper examination of its implications on employee productivity.

Social media is now a key part of both personal and professional lives. Platforms like Facebook, LinkedIn, Twitter, and Instagram are widely used for communication, networking, and sharing information. In the workplace, social media can boost professional development, collaboration, and employee engagement (Smith, J. 2020). However, it can also distract employees and reduce productivity. Social media has significantly changed human behaviour, becoming a central focus for various interests and activities (Mohamed et al., 2017; Munene and Nyaribo, 2013).

1.2 Statement of Problem

Despite social media's ubiquitous presence in modern workplaces, its impact on productivity remains a contested issue. While some argue that social media is a tool for enhanced communication, collaboration, and employee engagement, others point to potential distractions and blurring of personal and professional boundaries. This section articulates the specific problem this research aims to address, highlighting the need for empirical evidence and a nuanced understanding of how social media usage shapes productivity.

The rise of social media in organisations has disadvantaged employees, disrupting productivity (Paiman and Fauzi, 2024). Some employees become addicted to social media, negatively affecting themselves and the organisation. Companies face a dilemma in adopting social media at work due to its mixed benefits and drawbacks (Mohamed et al., 2017). Hence this research will help us understand the contextual data of social media usage on employee productivity. As mentioned above, this research will enlighten us on how social media usage influences employee productivity either positively or negatively. According to past studies, scholars have suggested performance expectancy, effort expectancy, social influence and facilitating conditions could influence social media usage (Serben, 2014; Teresa & Ceyrat 2017; Thomas, Singh, & Aulia 2017).

1.3 Research Objectives

1.3.1 General Objective

To understand the effect of media usage on employee productivity in the Telecommunication Industry in Klang Valley.

1.3.2 Specific Objective

- To explore the contextual data of social media usage on employee productivity
- To determine the extent of social media usage among employees during work hours
- To assess the impact of social media usage on employee productivity

1.4 Research Questions

- What are the primary reasons employees use social media during working hours?
- How does the type of social media platform used during working hours influence employee productivity?
- How does the frequency of social media usage during working hours impact employee productivity?

1.5 Definition of Terms

1.5.1 Social Media

Conceptual Definition

Social media are considered internet-based platforms and applications on which people build networks and share information and sentiments through ideological and technological

foundations. For example, social media platforms such as Facebook and LinkedIn are platforms commonly used to share knowledge (Kaplan and Haenlein, 2010).

Operational Definition

In this research, social media is the platform by the frequency and duration of employees' social media use during working hours. The social media platforms that are frequently used by employees during work hours will be acknowledged after the interview sessions.

1.5.2 Social Media Usage

Conceptual Definition

Social media usage encompasses the use of internet-based applications that build on the foundations of Web 2.0, allowing the creation and exchange of user-generated content. These platforms facilitate communication, networking, and information sharing among users (Kaplan and Haenlein, 2010; Bayer et al., 2020).

Operational Definition

Social media usage refers to the frequency and duration of time employees spend on social media platforms such as Facebook, LinkedIn, Twitter, and Instagram during work hours. It includes activities like posting updates, engaging with content, and communicating with others.

1.5.3 Employee Productivity

Conceptual Definition

Employee productivity is an assessment of the efficiency of an employee or group of employees, a component which directly affects the company's profits (Bhatti and Qureshi, 2007; Hanaysha, 2016; Sels et al., 2006)

Operational Definition

In this research, productivity is measured by self-reported performance metrics, including the number of tasks completed, the quality of work produced, and adherence to deadlines.

1.6 Significance of Research

This research holds significant implications for both theoretical and practical domains. Theoretically, it contributes to the existing knowledge on social media's role in organisational behaviour and productivity. Practically, the findings can inform organisational policies and practices, aiding managers and decision-makers in optimising social media usage to enhance productivity while mitigating potential negative effects.

- It provides insights into the effects of social media on workplace productivity, which can help organisations develop policies to optimise social media usage in the workplace.
- Contributes to the academic understanding of digital behaviour in professional settings.

1.7 Limitation

Acknowledging this research's limitations is essential for providing a balanced and critical perspective. The limitations that I faced for this research are potential constraints, such as sample size, the generalizability of the findings, and methodological limitations.

1.8 Summary

To conclude, this chapter included the background of the research, the problem statement, the objectives of the research, and the research questions. Furthermore, the definition of key terms, the significance of the research, and the limitations are also covered in this chapter.

Chapter 2: Literature Review

2.0 Introduction

This chapter is structured to provide a foundational understanding necessary for this research based on the works of literature of past years' studies. It comprises the following sections: introduction to social media usage policies and employee productivity, related theories of the research, and the research framework. The chapter concludes with a summary encapsulating the main points discussed.

2.1 Related Theories

The **Theory of Planned Behavior** (Ajzen, I., 2020), suggests that intentions, which is the combinations of attitudes, subjective norms, and perceived behavioural control, drive individual behaviour.

	Definition
Intentions	The combination of attitudes, subjective norms, and perceived behavioural control forms an individual's intentions to perform a

	behaviour. Intentions are the motivational factors that influence behaviour with the idea that “ <i>the stronger the intention, the more likely the behaviour will be performed.</i> ”	
Behaviour	Actual behaviour is influenced by the intention to perform the behaviour and the perceived control over the behaviour. It is believed that even if an individual has a strong purpose in doing something, they may not perform the behaviour if they lack control over it. Hence it might cause a drawback to the individual.	
Factors	Definition	Example
Attitudes	Positive or negative evaluations of performing a particular behaviour. Hence some employees’ beliefs that the usage of social media during work hours may benefit them or cause some drawbacks towards their work productivity (Ajzen & Schmidt, 2020).	An employee believes that using social media at work will enhance their professional networking and gain more knowledge from others.
Subjective Norms	Subjective norms involve the perceived social pressure to perform or not perform a behaviour. For examples, the influence of an organisation’s culture, policies and expectations of colleagues and supervisors regarding social media usage may leads to drawbacks of an employee productivity (Ajzen & Schmidt, 2020).	Given a situation where an employee perceives that their colleagues and supervisors expect them to use social media for work-related purposes, they may feel a social obligation to do so.
Perceived	Perceived behavioural control refers	An employee feels confident in

Behavioural Control	to the individual's perception of their ability such as skills, resources, and opportunities to perform the behaviour. According to Ajzen & Schmidt (2020), perceived behavioural control employees' confidence in their ability to balance social media usage with their work responsibilities and manage potential distractions.	their ability to manage their time effectively while using social media at work, they are more likely to engage in this behaviour.
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2.2 Research Framework

This framework will help understand how employees' attitudes towards social media influence their usage patterns and productivity.

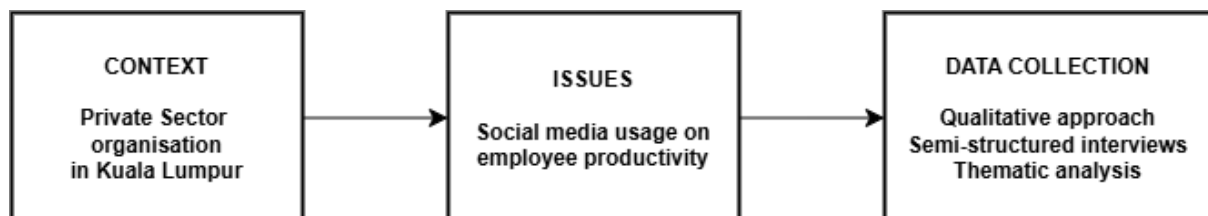


Diagram 1. Research Framework

2.3 Related Studies

2.3.1 Penggunaan Media Sosial di Lingkungan Kerja di Perguruan Tinggi XYZ

In the context of Perguruan Tinggi XYZ, social media usage among employees has been observed to play a significant role in enhancing productivity. Fitri et al. (2018) highlight the positive impact of social media on employee productivity by being a motivation tool and engagement tool in the workplace. Their research shows that most employees use social media to motivate themselves to complete their work, which leads to increased productivity. To summarise, the research underscores the potential of social media to enhance employee

productivity at Perguruan Tinggi XYZ. By fostering motivation, facilitating professional development, and improving communication, social media can be a valuable asset in the workplace. However, it is essential to address the associated challenges through effective policies and education to ensure a balanced and productive work environment.

2.3.2 Social Media Usage and its Impact on Work Productivity at a Malaysian University

According to Mohamed et al. (2019), social media usage positively impacts employees by motivating them to work more effectively after gaining new knowledge. For example, employees use social media platforms such as LinkedIn and Twitter to keep updated with the industry's current trends as a continuous learning process. However, it can also have negative effects, such as miscommunication due to different interpretations of messages and potential distractions from work. In conclusion, the research by Mohamed et al. (2019) highlights the complex relationship between social media usage and work productivity at a Malaysian university. While social media can motivate employees and enhance their professional development, it also poses risks of miscommunication and distractions. To maximise the benefits and minimise the drawbacks, it is essential for organisations to develop clear policies and provide guidance on responsible social media usage.

2.3.3 Impact of Social Media Addiction on Employee's Wellbeing and Work Productivity

Social media addiction has become a growing concern in the workplace, particularly in how it affects employee well-being and productivity. According to Priyadarshini et al. (2020), most participants do not tend to control their social media usage, especially during group meetings or discussions. This leads to easy distractions and a lack of effort to enhance productivity, resulting in missed deadlines or compromised work quality in the past. To summarise, the research by Priyadarshini et al. (2020) highlights the significant negative impacts of social media addiction on employee well-being and work productivity. To address these challenges, organisations need to develop effective strategies and policies that promote responsible social media usage. This can include setting clear guidelines, providing training on time management, and encouraging a healthy work-life balance.

2.3.4 The Impact of Social Media on Workplace Productivity

Social media has become a ubiquitous part of modern life, including in the workplace. While it offers numerous benefits, such as enhanced communication and professional networking, it also

poses significant challenges to productivity. Previous research by Smith (2020) found that excessive social media use can lead to decreased productivity due to distractions. The research by Smith (2020) underscores the importance of managing social media usage in the workplace. While social media can be a valuable tool for communication and professional growth, its excessive use can lead to significant productivity losses. Organisations need to develop balanced policies that allow employees to benefit from social media while minimising its potential distractions.

2.4 Summary

To conclude, this chapter included introductions to social media usage policies and employee productivity, related theories of the research, and the research framework, which had been covered in this chapter.

Chapter 3: Methodology

3.0 Introduction

This chapter outlines the methodology employed in this research. It includes the research design, instruments used, subjects involved, procedures followed, interview questions for data collection, and concludes with a chapter summary.

3.1 Research Design

The research design of this research will focus on the qualitative method while using a semi-structured interview to collect data for the research on the role of social media usage during work hours, which may or may not affect an employee's productivity.

3.2 Research Sampling Method

3.2.1 Sampling Method

A sampling approach selects a subset of individuals from a broader community to participate in research, allowing researchers to conclude the overall population (Shorten & Moorey, 2014). Ensuring the representativeness and generalisability of research findings is crucial. According to Lohr (2021), the research's sampling strategy will speed up data collection and cut expenses.

3.2.2 Convenience Sampling Method

Convenience sampling, a non-probability sampling technique, chooses participants based on their availability and ease of access to the researcher. Despite being time- and money-efficient, this approach is frequently criticised for its lack of generalisability and vulnerability to sampling biases (Golzar et al., 2022). Convenience sampling is also commonly used in clinical and qualitative research because it is easy to use and less expensive, but it introduces potential biases like motivation bias and non-participant error that can compromise the validity and reliability of the research findings (Stratton, 2021). Nonetheless, I thought using the convenience sampling method would give me greater access and enhance my comprehension of how social media use during work hours might impact employee productivity.

3.3 Research Instrument: Data Collection

A research instrument is a device or system that is used to gather, quantify, and examine data for a research. These tools can be surveys, questionnaires, tests, interviews, and checklists for observations, among other formats. The goals of the research, the type of data being gathered, and the methodology used all influence the choice of research instrument. Validity and dependability are guaranteed by the design of effective research instruments, which means that they regularly yield precise and significant findings that accurately represent the phenomena under research (Creswell & Creswell, 2018). The research instrument for this research will be a series of questions given to interviewees in person over the course of 15 to 30 minutes.

3.4 Research Subject

The research subject pertains to the entity or entities that serve as the focal point of research. This can encompass individuals, organisations, or objects that function as the primary sources from which data is gathered and analysed to address specific research questions or hypotheses.

In this research, the research participants hail from the private sector, with a particular focus on the telecom industry in Kuala Lumpur. The sample comprises six human resources (HR) staff members, each possessing over five years of experience within the telecommunication sector, regardless of which department they are working in. This specific cohort was meticulously selected to provide valuable insights into the perspectives and experiences of senior HR

professionals regarding the role of social media usage in the workplace and its implications for employee productivity.

The rationale for selecting these participants lies in their extensive experience and their pivotal roles within their organisations, which afford them a comprehensive understanding of workplace policies, employee engagement, and performance management. Given HR professionals' responsibility in shaping organisational strategies, monitoring workforce behaviour, and implementing workplace policies, their perspectives are instrumental in assessing the extent to which social media influences employee productivity, either positively or negatively.

By concentrating on this particular group, the research aims to generate a nuanced understanding of how organisations in the telecommunication industry manage social media usage in professional settings and its perceived impact on work efficiency, collaboration, and overall job performance. Additionally, insights gleaned from these senior HR experts can illuminate broader trends, best practices, and emerging challenges in balancing social media engagement with workplace productivity. These findings may contribute to the advancement of knowledge in HR management and inform the development of effective policies and strategies to optimise employee performance while maintaining a dynamic and technologically adaptive work environment.

3.5 Research Procedure

A research procedure is a methodical process or series of actions that researchers do in order to conduct research. It includes every step of the process, from the preliminary planning phases to the last analysis and outcome reporting. The research process makes sure that the research is conducted in a methodical, consistent, and repeatable way, which improves the validity and dependability of the results. The diagram below will explain how my research will be conducted.

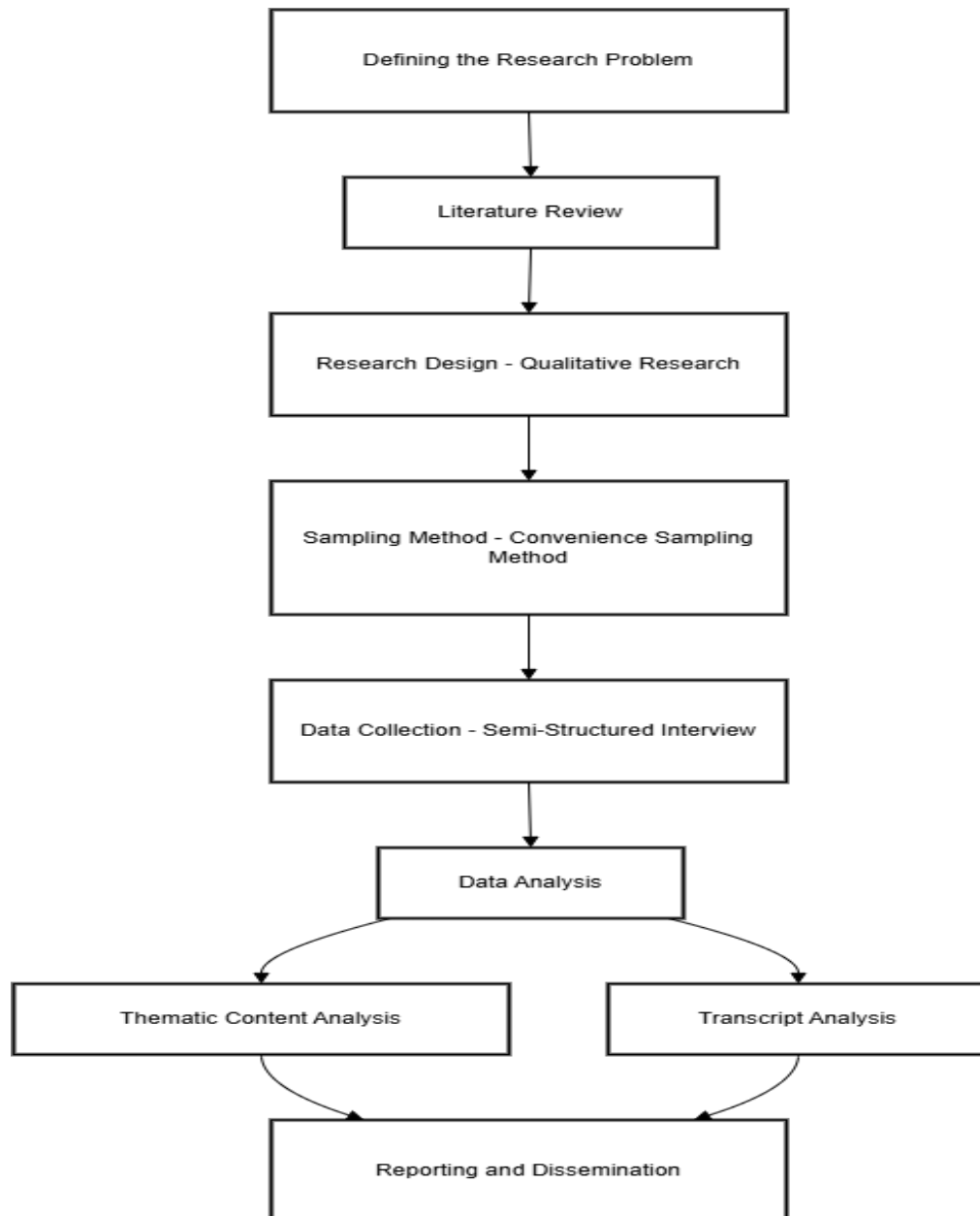


Diagram 2. Research Procedure

3.6 Data Analysis

Following the collection, the data is examined using suitable statistical or qualitative analytic methods. To arrive at significant results, this step entails arranging, condensing, and analysing the data (Miles, Huberman, & Saldaña, 2014). There are two distinct approaches to data analysis in this research:

- **Thematic Content Analysis**

This is a qualitative technique for finding, examining, and summarising patterns (themes) in data. Data must be coded, themes must be found among the codes, themes must be reviewed, themes must be defined and named, and a report must be created. This approach is constructive when examining answers to open-ended questions in surveys or interviews (Braun & Clarke, 2006).

- **Transcript Analysis**

To find patterns, themes, or features, textual data such as interview transcripts should be systematically evaluated. Data transcription, text coding, topic classification, and interpretation are all steps in the process. Understanding the underlying meanings and insights from the participants' comments is made easier with the aid of transcript analysis (Gibbs, 2007).

3.7 Research Questions

Appendix A

3.8 Gantt Chart

Research Timeline Final Year Project 1 (Gantt Chart)

	October 2024	November 2024	December 2024	January 2025	February 2025
Research Proposal Preparation					
Chapter 1: Introduction					
Chapter 2: Literature Review					
Chapter 3: Methodology					
Report Writing			Draft		Finalised
Research Proposal Presentation				Presented	
Evaluation					

Diagram 3. Gantt Chart Final Year Project 1

Research Timeline Final Year Project 2 (Gantt Chart)

	March 2025	April 2025	May 2025	June 2025	July 2025
Final Year Project 2 Report Drafting					
Interview Sessions					
Chapter 4: Results					
Chapter 5: Discussion					
Report Writing					
Research Presentation					
Evaluation					

Diagram 4. Gantt Chart Final Year Project 2

3.9 Summary

To conclude, this chapter included the research design and sampling method, instruments used, subjects involved, procedures of the overall research, and data analysis of the data collection. Additionally, a summary of the chapter was provided.

Chapter 4: Results

4.0 Introduction

This chapter outlines the findings of the research in a comprehensive and structured manner. It begins by detailing the results derived from the thematic content analysis. Subsequently, an in-depth analysis of the interview transcripts was conducted. Lastly, the chapter concludes with a summary that synthesises the key findings of this research.

4.1 Analysis Findings

For the analysis findings, the software tool “*NVivo 15*” was used to analyse all the data following the “*Six Steps of Thematic Analysis*” by Braun and Clarke (2006).

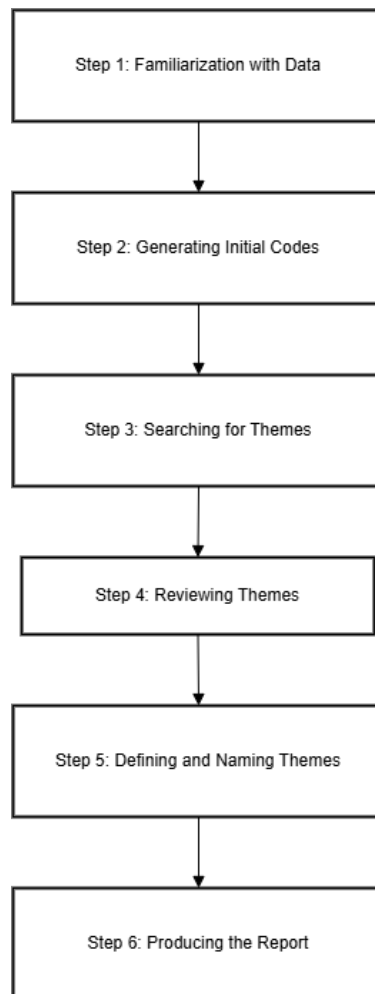


Diagram 5. Braun & Clarke's Six Steps of Thematic Analysis

- **Thematic Content Analysis**

Based on the findings, the thematic analysis revealed a recurring positive pattern in the data, which indicates that social media plays a significant role in enhancing constructive social shaping among the informants. The coded data demonstrated that informants actively engage with social media as a tool for knowledge acquisition, self-expression, and community and network building. The result of the engagement with social media helps contribute to the informants' personal and professional development.

Upon reviewing the identified themes, it was shown that social media facilitates meaningful interactions, provides access to valuable resources, and fosters a sense of belonging within various online communities and networks. This aligns with the existing literature that studies how social media influences an individual's personality

and their work productivity, which was mentioned in Chapter Two, research done by Mohamed et al. (2019).

- **Transcript Analysis**

The research involved six interviews. Each of the interviews provides distinct insights into the informants' perspectives and experiences. During the observation of the informants' responses, there were several variations in terms of their responses. There was a recurring theme that emerged regarding the use of social media during working hours and its influence on productivity. The findings suggest that social media serves as a dual-purpose tool which facilitates both personal and professional development in work productivity.

In particular, its integrations into daily work routines appeared to enhance efficiency and engagement, allowing informants to navigate tasks more effectively. However, the results also highlight the nuanced impact of social media usage. It can positively and negatively impact work productivity depending on how social media is used during working hours. Thus, the analysis underscores the complex nature of social media as a shaping force that is capable of producing both beneficial and adverse outcomes depending on its applications and regulation within professional settings.

4.2 Main Findings

The main findings of this research have been obtained through a semi-structured interview methodology, which involves six informants who provided in-depth insights relevant to the research questions and objectives. The questions are divided into three different sections based on the specific objectives. The first section is the findings of the contextual data of social media usage among the employees. As for the second section, it will show the findings of the extent use of social media during work hours. Lastly, for the third section, the findings focus on the impact of social media usage on employee productivity.

4.2.1. Exploring the Contextual Data of Social Media Usage on Employee Productivity

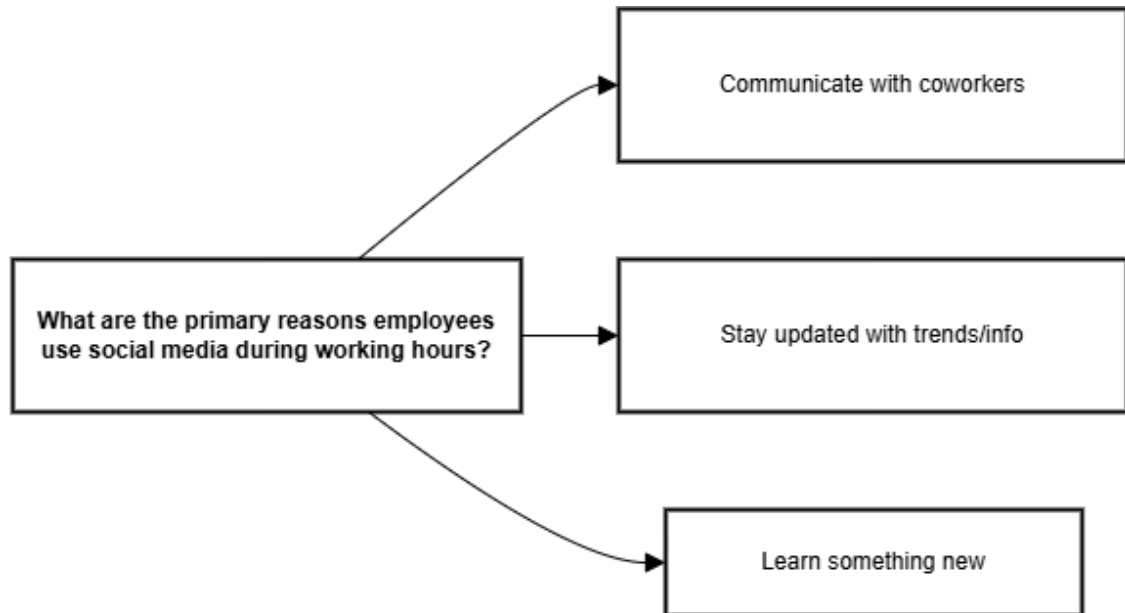


Diagram 6.

What are the primary reasons employees use social media during working hours?

According to the responses of the informants, most of the informants mentioned that the primary use of social media during working hours is for communicating with coworkers. For example, I4 said that they use platforms such as WhatsApp to communicate with coworkers within the same department and organisation and also for candidates. It is believed that using social media is easier to navigate and faster to communicate with others.

... it is more towards connecting with colleagues and also to being a recruiter, I mostly use social media generally, especially WhatsApp, to communicate with my colleagues as well as my candidates. (I4)

However, based on the interviews, some informants also mentioned that they use social media as a tool to stay updated with trends and information from all around the globe. It can also be an approach to promote the organisation in the eyes of the public without being biased. For instance, I6 stated that they use social media to gain insights on current trends and news.

Platforms such as Facebook and TikTok were mentioned as platforms that are commonly used to keep updated with all the latest things going on around the world.

... the primary reason, of course, we want to get more info, not only specific for work, but also for general knowledge. Sometimes I scroll through TikTok and Facebook to see what the latest news is. This is because I don't have much time to watch television due to my work. **(I6)**

Lastly, social media was used during working hours, not only for work. As mentioned by two of the informants, they use social media to learn something new for personal reasons, while the other four informants use social media to help with skill upskilling. For example, I1 stated that she used social media like Instagram to help with her daughter's homework, while I3 stated that she uses social media such as YouTube to learn ways to navigate software that she is not familiarise with.

... sometimes I scroll through Instagram to learn new things for me and my daughter. As a mother, I like to help my daughter with her homework, and sometimes I learn how to do mathematical calculations from Instagram Reels. **(I1)**

... since I'm not from the IT department, I had to use YouTube to learn how to use Microsoft Excel, especially when I faced some difficulties with using excel. **(I3)**

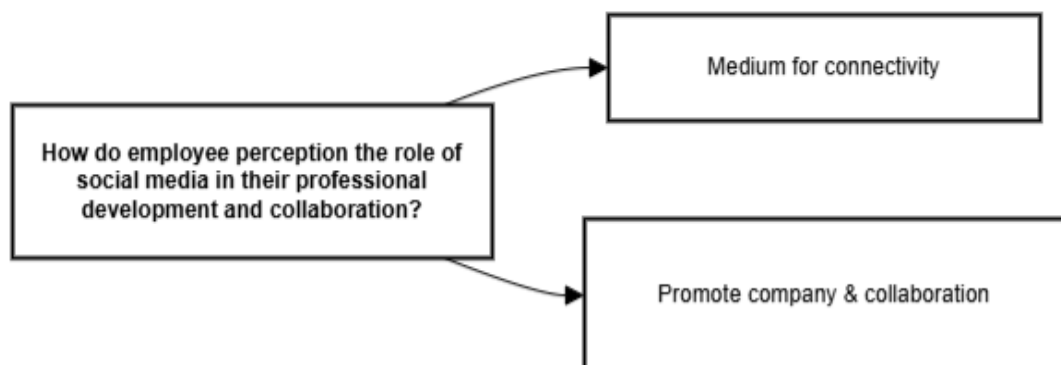


Diagram 7.

How do employees perceive the role of social media in their professional development and collaboration?

Based on the interviews, the informants mentioned that the role of social media in their professional development and collaboration is perceived as a medium of connectivity and a way to promote the company and collaborations. As stated by I5 and I6, social media

... many see it as helpful for networking, learning new skills and sharing ideas with colleagues, especially LinkedIn. **(I5)**

... it is important since everyone uses social media. Actually, our company encourage us to use social media to promote our company and products to customers and buyers, especially through TikTok Live. **(I6)**

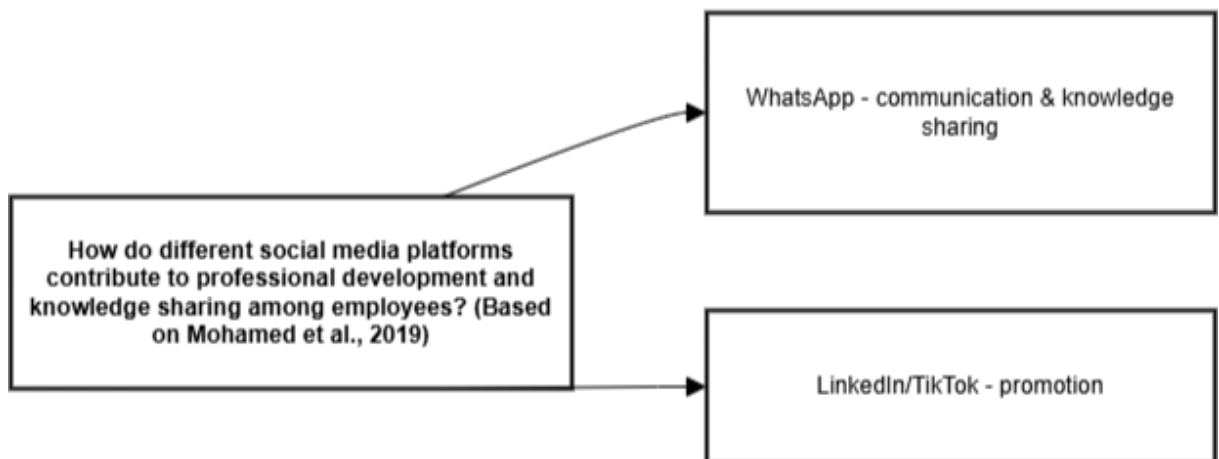


Diagram 8.

How do different social media platforms contribute to professional development and knowledge sharing among employees?

(Based on Mohamed et al., 2019)

According to the responses of the informants, different social media platforms contribute to different ways to professional development and knowledge sharing among employees. Most of the informants stated that they commonly use platforms such as LinkedIn for professional growth and training since their company has encouraged them to use LinkedIn Learning as a monthly learning process. As for knowledge sharing, they often used Microsoft Teams and an application made by their company for the purposes of collaboration projects within the company itself.

... We usually have projects that need to collaborate with other specific HR departments. We use Microsoft Teams to hold meetings and share knowledge. We also did a lot of brainstorming using Teams. **(I1)**

... We, the executives, often use LinkedIn Learning for our monthly learning. This is a way of training and gaining knowledge. After every learning video, there are quizzes to test our understanding. **(I2)**

4.2.2. Determining the Extent of Social Media Usage Among Employees During Work Hours

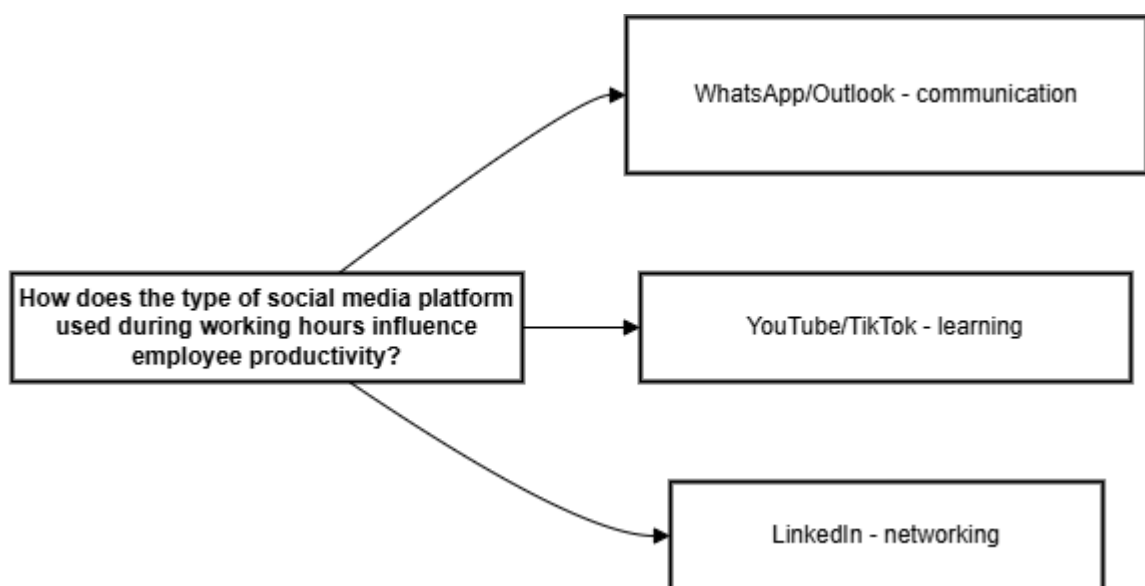


Diagram 9.

How does the type of social media platform used during working hours influence employee productivity?

The type of social media platforms is used differently by all the informants. Most of the informants stated that they often use WhatsApp and Outlook as a way to communicate with others. Social media platforms such as YouTube and TikTok are used for learning new things and promoting the company and its products or services. Lastly, 3 informants mentioned that they use LinkedIn as a platform to keep in touch with candidates and expand networks within the telecommunication industry.

... I often use LinkedIn to recruit and keep in touch with my candidates, other than the company website and WhatsApp. (I4)

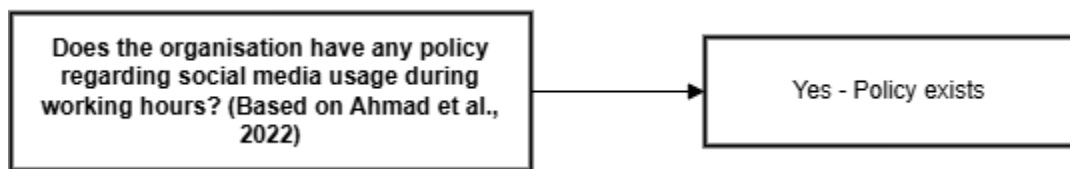


Diagram 10.

Does your organisation have any policy regarding social media usage during working hours?

(Based on Ahmad et al., 2022)

According to the study conducted by Ahmad et al. (2022), organisations must establish clear and comprehensive policies governing social media usage in the workplace. This need has become increasingly critical in the aftermath of the COVID-19 pandemic, which significantly altered work environments and employee behaviour. During the extended periods of remote work, many employees turned to social media platforms not only for communication and collaboration but also as a means of coping with isolation and maintaining a sense of connection. As a result, the boundaries between professional responsibilities and personal digital engagement have become increasingly blurred. Without well-defined guidelines, excessive or inappropriate use of social media during working hours can lead to decreased productivity, data security risks, and potential reputational damage. Therefore, organisations must proactively address this shift by implementing policies that balance the benefits of social

media with the need to maintain focus, accountability, and professional standards in both remote and in-office settings. Hence, during the interviews, all the informants mentioned that their company have implemented policies regarding social media usage, especially during working hours.

4.2.3. Assessing the Impact of Social Media Usage on Employee Productivity

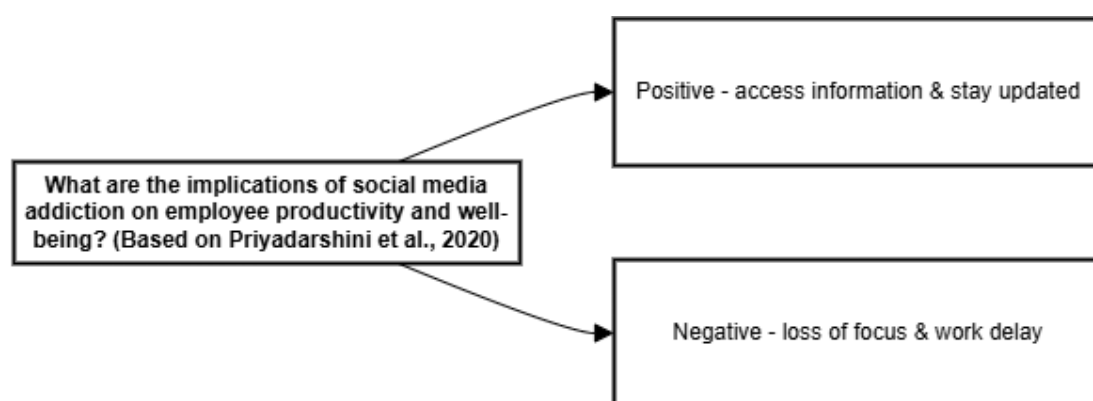


Diagram 11.

What are the implications of social media addiction on employee productivity and well-being?

(Based on Priyadarshini et al., 2020)

According to the responses of the informants, the implications of social media addiction on employee productivity and well-being are both positive and negative. To conclude, social media is a double-edged sword. I4 stated that the effect of social media depends on how an individual uses social media during working hours. For a positive impact, social media is used as a platform to access information and stay updated. However, most of the informants have agreed that social media usage during working hours leads to a negative impact. An individual who is addicted to social media tends to lose focus and cause work delays, not just for themselves, it also impacts colleagues around them.

... if you use it in a manner that actually affecting your concentration or your focus on works, that definitely will affect your productivity. Because their concentration instead of work, you are using it for other purposes. **(I4)**

... I believed that social media usage during working hours can make someone lose their focus and caused work delays for everyone, especially when doing group collaboration project. **(I5)**

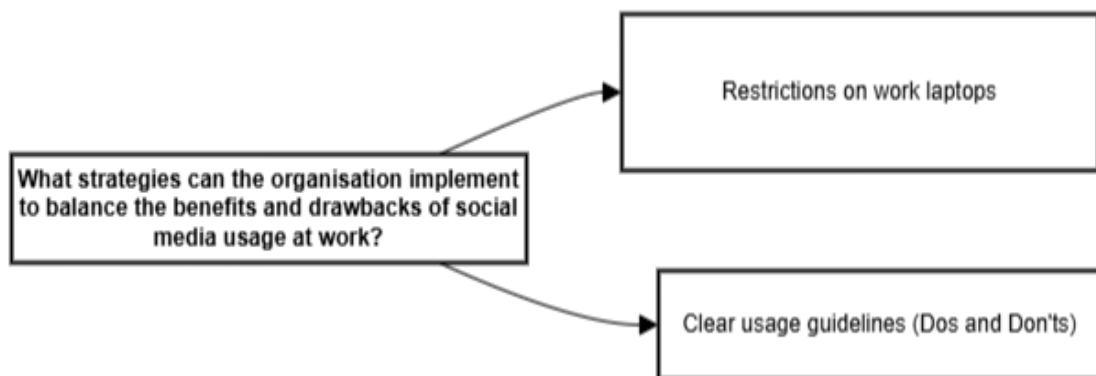


Diagram 12.

What strategies can the organisation implement to balance the benefits and drawbacks of social media usage at work?

According to the informants, the company employed several strategies to manage the dual impact of social media usage in the workplace. In order to leverage its benefits while mitigating potential drawbacks. One of the primary measures involved implementing technical restrictions on employees' work laptops. Specifically, access to certain social media platforms was limited through the requirement of a designated VPN and a secure company Wi-Fi network. This

approach aimed to control and monitor usage within defined parameters. Additionally, employees were introduced to the organisation's social media policies during their onboarding sessions, where they were briefed on the appropriate and inappropriate uses of these platforms in a professional context.

However, over time, particularly in the post-pandemic period, adherence to these policies has noticeably declined. Informants noted that employees have become increasingly lenient in following the guidelines, largely due to the absence of enforcement or disciplinary action by the company. The prolonged tenure of many employees, coupled with the normalisation of social media use during remote work, has contributed to a more relaxed attitude toward these restrictions. This suggests a gap between policy design and practical implementation, which highlights the need for consistent reinforcement and periodic policy reviews to ensure alignment with evolving workplace behaviours.

... as for social media platforms like YouTube, I need to switch VPN if I want to use it. Same goes for Facebook, but we can't open Instagram using the work laptop despite switching the VPN. **(I1)**

... I remembered that during my onboarding in 2003, we were told about social media usage during working hours. If we ignore the rules, we will be warned due to the concern of data sharing with third party. **(I2)**

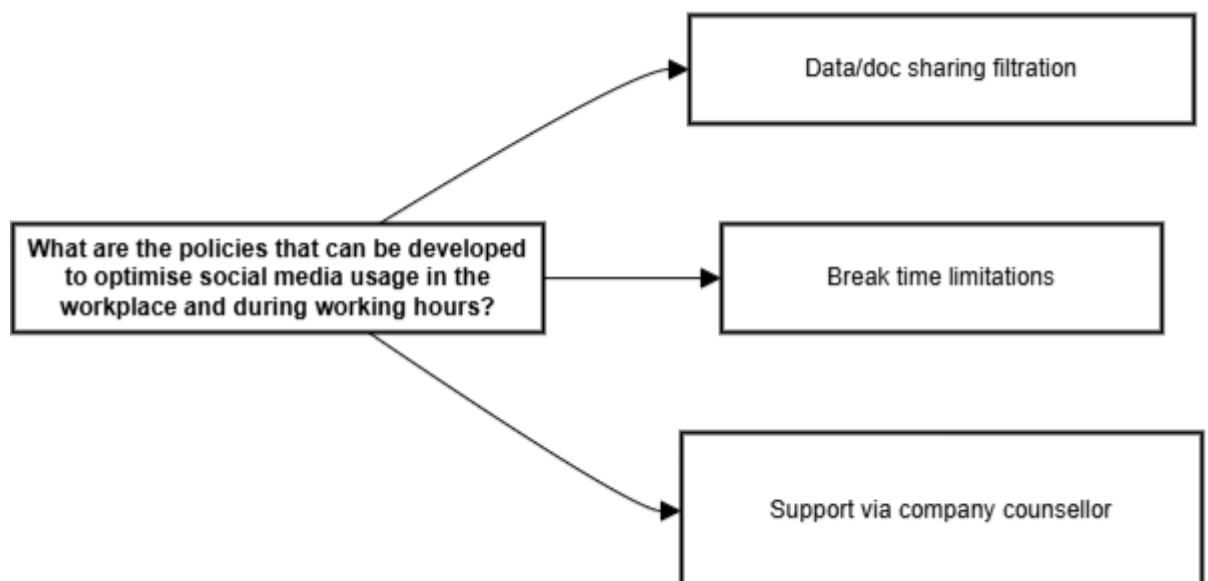


Diagram 13.

What are the policies that can be developed to optimise social media usage in the workplace and during working hours?

Although the company has established policies regulating social media usage during working hours, the informants suggested that these policies could be further optimised to better reflect current workplace realities and employee needs. A recurring recommendation among the informants was the development of a more flexible and functional system for data and document sharing. Rather than outright blocking certain social media platforms, the company could implement a dedicated application equipped with content filters to manage the flow of information securely. This approach would maintain data protection while allowing for more efficient communication and collaboration.

Additionally, the informants emphasised the importance of incorporating structured break times into the workday. They noted that expecting employees to remain continuously engaged from 9 a.m. to 5 p.m. without adequate rest is unrealistic and potentially detrimental to productivity and well-being. Allowing short, scheduled breaks which include time for limited social media use, could also serve as a valuable outlet for relaxation and mental reset.

Finally, the issue of social media addiction was raised as a concern. While the company does have a counsellor on staff, informants expressed uncertainty about whether support for social media-related behavioural issues is within the counsellor's scope. They recommended that the company take a more proactive stance by offering targeted support or awareness programs to help employees manage excessive social media use, thereby promoting healthier digital habits in the workplace.

... I think having break time to use our social media will be a great idea to stop the usage of social media during working hours. **(I1)**

... I think our company can focus on providing counselling services for employees that are addicted to social media. **(I6)**

4.3 Summary

To conclude, this chapter shows analysis findings of the 'Thematic Content Analysis' and 'Transcript Analysis' of the research. Furthermore, the key findings of the research have been

reviewed according to the specific objectives of the research. Additionally, a summary of the chapter was provided before moving on to the next chapter.

Chapter 5: Discussion and Conclusion

5.1 Introduction

This chapter outlines the discussion of key findings and emphasises the instructional implications and relevance within the broader academic context. It also examines the limitations encountered during the research process and how it helps with future research settings. Finally, this chapter will conclude with a concise summary of the research.

5.2 Discussions

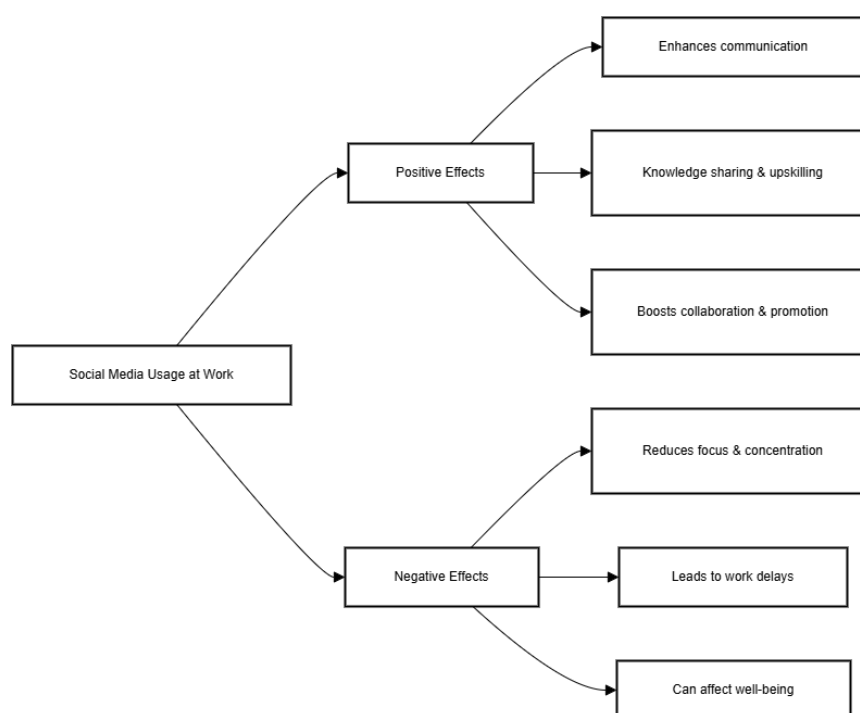


Diagram 14

According to the findings, employees use social media during working hours for both personal and professional reasons. Most of the informants used social media as a way of staying informed, communicating with coworkers and family, learning new skills, and enhancing collaboration. Social platforms such as WhatsApp and LinkedIn are suitable social platforms in terms of networking, but they can also be seen as a distraction and lead to one being unfocused. Therefore, social media usage during working hours can be considered as either a

positive interpretation or a negative interpretation. In addition, through this research, we can conclude that social media is neither inherently harmful nor entirely beneficial. Its impact hinges on usage patterns, platform types, and organisational guidelines.

We can also relate how the interpretations are aligned with past studies mentioned in Chapter 2. For example, positive interpretation can be linked with the study done by Mohamed et al. (2019), whereas the employees see social media as a tool for knowledge sharing, promoting the company, and building networks. Meanwhile, for the negative interpretation, the overuse or addiction can reduce concentration, delay tasks, and affect well-being, were aligns with the study done by Priyadarshini et al. (2020). Not just the positive or negative interpretation, the implementation of policies, too, can be aligned with one of the studies done by Ahmad et al. (2022). In their study, they believed organisations that implement policies see better control over social media's impact while the guidelines and digital boundaries, such as filtering content or limiting break times, help mitigate productivity loss, and lastly, encouraging mindful and purposeful use, such as for upskilling or collaboration, will amplifies the benefits of social media usage during working hours.

5.3 Implications of Research

This research significantly expands the understanding of social media's dual impact on workplace productivity by bridging the gaps that were identified before, during, and after the research. Through this research, there are several recommendations that can be offered, which can be counted as the implications of the research.

Theoretically, these research outcomes support the Theory of Planned Behaviour (Ajzen, 2020) by demonstrating how employees' attitudes towards platforms like various social media platforms such as WhatsApp and LinkedIn, subjective norms shaped by organisational culture, and perceived behavioural control, which was highlighted from the interviews, which is known as digital discipline that collectively influence usage behaviours during work hours.

The findings support Priyadarshini et al. (2020) by highlighting the dual character of social media. Moreover, the study by Priyadarshini et al. (2020) promotes productivity through collaboration and knowledge exchange while also serving as a possible distraction. This duality supports a holistic approach that responds to Mohamed et al.'s (2019) call for balanced frameworks that take into account both the enabling and limiting aspects of social media engagement in corporate settings.

Practically, the research presents comprehensive HRD solutions based on existing research. Clear guidelines and timed usage frameworks, as proposed by Ahmad et al. (2022), could reduce excessive use and improve focus during work hours. Counselling services and digital wellness programs reinforce Priyadarshini's proposal to assist employees at risk of social media addiction. As mentioned in the findings, most of the informants have suggested that clearer guidelines should be developed in order to reduce any misconduct through social media.

Furthermore, platform-specific training, as underlined by Celebi and Terkan (2020), can encourage strategic usage linked with task relevance, such as using LinkedIn for professional networking or TikTok for brand engagement. The use of platforms such as Microsoft Teams and LinkedIn Learning for cooperation and skill building is consistent with Jong and Chen (2021), who emphasised the role of media synchrony and satisfaction theory in increasing productivity.

5.4 Limitations of Research

As the research was held, there are several limitations that I have faced. Firstly, the academic references limitation. Although there are a lot of studies on employee productivity and social media usage, but there were not many studies that relate both issues into a study. Secondly, the limitation to gather insights. Since my research focused on HR employees that have more than five years experiences in this industry, there are not many employees that meet the requirement of my demographic research pattern.

5.5 Future Research

Based on this research, there are a few possible future research directions that might happen. Such as a comparative study across industries to help explore sector-specific patterns of social media impact especially on employees' productivities. Furthermore, a cross-cultural analysis to help understand how different workplace norms, environment and settings shape social media behaviour and perceptions. Lastly, we can explore AI-driven tools as mediators between social media and work efficiency. This can be one of the ways to control the usage of social media during working hours.

5.6 Conclusion

The research examined the role of social media in the workplace, specifically how its usage during working hours shapes employee productivity within the telecommunication sector in Klang Valley. While some platforms enhance communication, learning, and professional growth, excessive or unregulated use poses risks such as distraction, work delays, and reduced well-being. The findings underscore the importance of intentional, policy-driven use of social media at work.

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APPENDIX A

Interview Questions

1. What are the primary reasons employees use social media during working hours?
2. How does the type of social media platform used during working hours influence employee productivity?
3. What are the implications of social media addiction on employee productivity and well-being? (Based on Priyadarshini et al., 2020)
4. How does the frequency of social media usage during working hours impact employee productivity?
5. How do employees perceive the role of social media in their professional development and collaboration?
6. How do different social media platforms contribute to professional development and knowledge sharing among employees? (Based on Mohamed et al., 2019)
7. Does your organisation have any policy regarding social media usage during working hours? (Based on Ahmad et al., 2022)
8. What strategies can the organisation implement to balance the benefits and drawbacks of social media usage at work?
9. What are the policies that can be developed to optimise social media usage in the workplace and during working hours?