MEDIATING ROLE OF WORKPLACE ISOLATION AND MODERATING ROLE OF WORKPLACE INTEGRATION BETWEEN ENTERPRISE SOCIAL MEDIA AND EMPLOYEES' PERFORMANCE

Huma Ali[1], Muhammad Shaukat Malik[2] & Sameen Mehak[3]

[1]Assistant Professor, Institute of Banking & Finance Bahauddin Zakariya University Multan
[2]Director & Professor, Institute of Banking & Finance Bahauddin Zakariya University Multan
[3]MS Scholar, Institute of Banking & Finance, Bahauddin Zakariya University Multan, Pakistan

KEYWORDS	ABSTRACT
Enterprise Social-Media, Workplace Integration, Isolation, Performance, Telecom-Sector, Pakistan	The companies typically use enterprise social media to enhance employee performance of its employees. This study's objective is to look into mediating role that workplace isolation plays on connection between use of ESM and Employee Performance. The researcher explores linkage among employee social media use and workplace isolation that is moderated by workplace integration. A cross-sectional survey template was used to guide analysis. This research's information was gathered from public and private companies in the telecom sector that are involved in offering goods and services to their consumers. The study was carried out with quantitative method approach. A total 375 respondents participated in study and convenient sampling was the sampling method used. PLS3 was used to analyses demographic data and SPSS to assess the connection between the independent and dependent variables. Thus, workplace isolation acts as a mediator between ESM and Employee Performance, having a considerable impact on both variables. This study revealed that how the deployment of ESM affects worker productivity using social exchange theory.
Corresponding Author	Huma Ali
Email:	Huma.ali222@gmail.com
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INTRODUCTION

The Covid-19 pandemic is now being attacked globally. It has significant impact on how businesses operate (Bartik, Bertrand, Cullen, Luca & Stanton, 2020), frequently preventing enterprises from changing their business strategies (Seetharaman, 2020). It should come as no surprise that COVID-19 is one of most significant environmental shifts in the history of modern business and could have an impact on many organizational activities (He & Harris, 2020). Social networking is becoming

increasingly significant in businesses. The social media sector in organizations will only grow in the future years as more people join social media sites and frequently use them (Nusrat, He, Luqman, Waheed & Dhir, 2020). Social media statistics for 2019 show that there are currently 3.2 billion users worldwide, or 42% of the world's population (Ahmad, Ahmad & Bakar, 2018). A tool called ESM enables employees to communicate and participate within organizations. It offers stimulating environment that inspires interaction amid employees, which facilitates the sharing of knowledge and shared consideration (Ou, Davison & Leung, 2014). Due to social resources generated by ESM use, workplace collaboration is advancing. Through social interacting sites or societies of attention, ESM can support the creation and maintenance of social connections and linkages for institutional capital, assisting linkages personnel in strengthening their bonds with one another and association (Hassan, Nevo & Wade, 2015).

Concerns about the potential effects of virtual influences on humans prompted researchers to start investigating into the topic (Arling & Subramani et al., 2011). The current work environment makes it possible for everyone to collaborate, work, and connect with others via use of technical methods of communication; as a consequence, there is less face-to-face contact, regardless of whether it is in a conventional or virtual setting. In extreme virtual settings, when there is no actual connection with other people, the lack of visibility, along with social isolation, physical isolation, and informational isolation, has a detrimental influence upon the labour outputs (Bartel, Wrzesniewski & Wiesenfeld, 2012). It is believed that psychological notion of "workplace isolation" describes how an employee feels cut off from team and boss as well as lack of opportunities for emotional and social interaction in their work environment (Marshall, Michaels & Mulki, 2007). Employees attempt to achieve a feeling of belonging in their workplace as well as the support of their colleagues in order to satisfy their innate need for security and continued existence. When compared to emotional, physical, and informational isolation, the absence of the visibility has a negative impact upon the work outcomes, employee agility, and achievement in major virtual contingencies wherein there exists is no direct engagement with people. This is the case because there is no direct engagement with people (Mulki & Jaramillo, 2011).

Research Problem & Purpose

In Pakistan's telecom sector, the use of enterprise social networking sites is growing exponentially. The infection will cause almost all manual tasks to be replaced by online work. Prior to the Covid-19 epidemic, organizations' efforts in the field of implementing the remote work were quite limited (Choudhury, 2019). However, the forced transition to remote working that has occurred as a result of the epidemic is a unique circumstance (Carroll et al., 2020). There is a wide range of degrees of visibility when it comes to employment in virtual worlds. Worker performance, use of the enterprise social media affects the resilience of workforce as a whole. In this connection, to close knowledge gap, organization's use of enterprise social media may significantly affect staff members' perception of management hierarchy and working remotely, as well as play a crucial part in overall strategy and effectiveness. How does the use of enterprise social media, for instance, effect performance in the year 2019?

ESM is a notable idea that has been addressed at both employees and officialdoms for a variety of reasons. In this linking, immigrants occasionally demonstrate high levels of unmet demands, which are consequently connected with the bad defiance and undesirable actions, as well as the complex turnover rates. At first, lack of socialization with the outsiders tended to have significant negative implications. Research that was done in the past on ESM found that people who work online had a reduced rate of employee turnover. Thus, this was identified as a result of those studies. It is essential for newly hired employees to grasp these success criteria and think that they are bringing value to the organization, even if it is their responsibility to guarantee that their colleagues feel the same way about them.

Research Objective & Questions

1. The objective field of study is to examine how enterprise social media impacts performance of employees and agility, with interceding part of workplace isolation and a moderator part of workplace integration.
2. RQ1: To determine that how the Enterprise Social-Media affect the Employee Performance?
3. RQ2: To assess how the use of company social media influences level of workplace isolation.
4. RQ3: To investigate the impact that workplace isolation has on performance of employees.
5. RQ4: To investigate the moderating role of Workplace Integration among Enterprise social media and Workplace Isolation.

LITERATURE REVIEW

This social and psychological theory describes people's behaviour as well as dynamics that make up their relationships with one another (Kim & Qu, 2020). When participating in social activities, individuals choose types of life interactions that are most suitable for them in accordance with the concept of social exchange. According to this view, people are looking for social circumstances that strengthen values and remove current problems. People can weigh pros and cons of interactions and select messages that are in their best interests (Miller, 2019). It's possible to apply this idea at work. A worker may be dissatisfied with their work atmosphere if they don't feel they've benefited from their experiences relating to their employment. From a position we take to a list of duties, concerns, and priorities, a job has evolved. Development of technology will enable this. Work is completed outside of workplace, sometimes at employee's house, under the flexible workplace arrangement known as telework (Doyle, 2019). Staff members may grow disenchanted with company as a result of this predicament. Individuals maintain an internal balance sheet in accordance with 1960s-era social trade theory. Miller (2019), company need to put in an incredible amount of effort in order to better consequence. If there are no financial rewards linked with position, workers will look for one in which their leaving costs are reduced to greatest extent possible. This might result in malfunction of Telework system.

Enterprise Social-Media

ESM is an accumulation of internet-based platforms that give workers the ability to produce and modify content, connect work and non-work-related emails, facilitate information and knowledge sharing among staff and stakeholders, and amuse and engage with friends, family, and coworkers while working (Oksa, Kaakinen, Savela, Ellonen, & Oksanen, 2020). Professional ESM includes

tools likewise Salesforce Chatter, IBM Social Blue, Social text, IBM Dogear, Microsoft SharePoint, Yammer, IBM Connections, Jive from Jive Software, PARC Spar Tag, Oracle Social Network, Cisco WebEx Social, eXo Platform, Telligent, Social cast, and in gauge Networks (Rahman, 2020). ESM is a well-known crucial tool for fostering relationships and teamwork in the context of the workplace (Qi & Chau, 2016). Over increasing interaction, advertising, collaboration and information sharing, ESM is a developing social broadcasting platform that is widely used to create professional value (Puijenbroek et al., 2014). ESM is embraced by a vast number of businesses to interconnect with the customers and corporate cohorts (Iankova et al., 2018). For instance, Alibaba just made its Ding Talk app available (Mo & Yu, 2017). Currently, the ding talk is being used by more businesses in the e-commerce, retail and finance sectors for desired corporate contact, process control, branding, group development, data sharing and collaborations (Steiber, 2018). The literature-recommended use of ESMs affects staff productivity (Cai et al., 2018). ESM expressly provides workers with cutting-edge chances to exchange the data, create, disseminate, and promote knowledge connected to their jobs (Alalwan et al., 2017).

Through the usage of ESM, staff members may readily share information, respond to messages, and clear up confusion as they converse (Mäntymäki & Riemer, 2016). Additionally, earlier research has demonstrated that ESM positively impacts work outcomes (Riemer et al., 2015). As time went on, it became clear that ESM did in fact create and sustain relationships with firm employees, all of which are crucial to process of allocating information (Fulk & Yuan, 2013). As a result, ESM tools encourage staff to broaden their social circles and foster trust among one another (Ou & Davison, 2011). In fact, ESM inspires staff to address conflict-related problems on regular basis in association with mates, which endorses group of new facts and ultimately customs conflict as tools to improve their capability (Qi & Chau, 2016). ESM also encourages workers to be mentally somewhat than substantially current when interacting with others, allowing for displays of the emotional state and actions in calm and built-up environment that contributes to effective outgoing outcomes. Scholars encourage that ESM be capable of defining and influence separation in workplace when enhancing employee resilience. Previous studies have demonstrated that use of ESM can lessen the negative impacts of conflicting relationships (Cai et al., 2018). By enabling employees to keep track of other users' network experiences, ESM will increase the usability of the cooperation within an organization (Mäntymäki & Riemer, 2016).

Workplace Isolation

The absence of sensitive information and physical presence are the two distinct aspects of isolation at work (Holt-Lunstad, Smith, Baker, Harris, & Stephenson, 2015). Increased turnover is associated with circumstances where a person lacks satisfying relationships, the sense of social connection, and meaningful interactions with others (Primack et al., 2017). People that are socially isolated don't have any social connections, making it difficult for them to engage with others or take part in social activities (Schinka et al., 2012). The social media use has been associated with stress, loneliness, and depression (Dhir et al., 2018), and social isolation (Whaite et al., 2018). Meanwhile, current studies assert that social media use lessens social isolation (Primack et al., 2017). But increased use of social media stands like Facebook, WhatsApp, Instagram, and Twitter could lower social isolation. Social media platforms' improved interpersonal contact enables users to demonstrate intimacy and lessens

social isolation (Whaite et al., 2018). Physical isolation is the separation of telecommuters from their workplace (Bartel et al., 2012).

The people who are geographically separated from their coworkers have the impression that their employers appreciate them less and that there are less opportunities for them to advance in their careers. These workers may need to well manage their image of company by making themselves nearby twenty-four hours day, seven days week, for example by utilizing knowhows of information communication (ICTs), in order to dispel suspicions of on-site coworkers and managers that these employees are "loafing" when they are not present in office. This can be done in order to dispel the notion that these employees are "loafing" when they are not present in office (Leonari et al., 2010). ESM also encourages workers to be mentally somewhat than substantially current when interacting with others, allowing for displays of emotional state and actions in calm and built-up environment that contributes to effective outgoing outcomes. This readiness makes it more difficult for those who telecommute to maintain healthy work-life balance. Since, telecommuters who operate in physically separated environments are more prone to have feelings of impatience and unreliability, loneliness, lack of organizational commitment, and an inability to build true connections with their colleagues (Fay & Kline, 2012).

Telework is term that can be used to describe work done away from traditional place of employment for purposes of this systemic analysis. Even though being socially isolated has been recognized as one of the most significant negatives of working remotely, the incidence of this issue has undeniably increased over the course of time. People have been more socially isolated as a consequence of the pandemic, which has led to increase in levels of loneliness (Ellis et al., 2020). This may be associated to decreased levels of work satisfaction and performance, as well as higher levels of stress (Tosanco et al., 2020). Previous studies have demonstrated that use of ESM can lessen the negative impacts of conflicting relationships. Inability to interact physically with vital coworkers, according to (Orhan et al., 2016), gives distant workers perception that some information is omitted in communication. Information sharing is challenging when there isn't personal linking amid coworkers since people think information is missing when there isn't one. As a result, loneliness suspicions and informational gaps have domino effect on other issues. Isolation on a physical and informational level reduces job satisfaction. Adverse feelings are caused by isolation and inability to have casual chats with others, which lower job satisfaction.

Employee Performance

Employee success can be measured either financially or non-financially, and it is closely related to the progress and success of the company. The interaction between workers has changed as result of ESM equipment, both personally and technically. The perception that one's employer appreciates them less and that there are less prospects for them to grow in their professions is common among employees who are physically isolated from the rest of their colleagues in terms of geography. It is possible that these workers will need to effectively manage their image of the company by making themselves accessible twenty-four hours a day, seven days a week, e.g., by utilizing technologies of information and communication (ICTs). This is done in order to dispel suspicions of on-site coworkers and managers that these employees are "loafing" when they are not present in the office. Thus, it is

possible to take this step-in order to debunk the widespread belief that these workers are "loafing" while they are absent from the workplace (Leonari et al., 2010). Those who telecommute may find it more challenging to strike a good balance between their personal and professional lives as a result of this availability.

Because of this, telecommuters who work in situations that are physically separated are more likely to have sentiments of impatience and unreliability, loneliness, a lack of organizational commitment, and an inability to develop genuine relationships with their coworkers (Fay & Kline, 2012). Even though being socially isolated is recognized as one of the most significant drawbacks of the working remotely, the incidence of this problem has undeniably increased over the course of time. This is despite the fact that being socially isolated is one of the most significant negatives of the working remotely. Therefore, as a result of the epidemic, people have become more socially isolated, which has contributed to an increase in the prevalence of levels of loneliness (Ellis et al., 2020). It's possible that this is linked to worse levels of job satisfaction and performance, in addition to increased stress levels (Tosanco et al., 2020). There are now more ways for people to speak with themselves online thanks to ESM approaches. The ability to connect their employees and exchange knowledge and expertise to boost employee productivity demonstrates the value of networking in businesses (Liu et al, 2014). As more firms become aware of the benefits of using the ESM instruments, their adoption tends to increase.

One of main purposes of using ESM software is to increase knowledge sharing (Wade et al., 2015). As ESM tools like Yammer and Jive are integrated within organizations, staff members are better able to take part in engaging, substantive discussions. The majority of these exchanges or contacts frequently take place via various status notifications between the employees and other company stakeholders (themes, feedback, or direct message channels). Supply of corporate advertisements or news streams is crucial for supporting critical business relationships and, as a result, the productivity of staff (Hajli, 2014). Many operational tasks can be better managed with the help of ESM techniques. A variety of ESM software's features might help you assign and complete business tasks rapidly. Workers can connect or communicate in this scenario, trade data, and obtain all the knowledge they need to increase their productivity. In this connection, numerous factors like embedding and employment of employees is essential for maximizing workers' productivity, and the ESM tools do play a significant role in this process towards desired outcomes. The many components of the ESM tools are quite valuable since they can compile documents, conversations, and events in one place (Brandin & Bylin, 2017).

Workplace Integration

Integration is process of joining or integrating two or more previously independent organizations or businesses. The workplace communication activities are necessary when two businesses combine or merge. There is lot of uncertainty when integration process is taking place. Dismissals or downsizing are frequent results of the procedure. The usage of social media at work also helps businesses to broaden their networks, cultivate the fruitful relationships with many stakeholders, and eventually increase their corporate value (Martn-Rojas et al., 2020). Enterprise social media has lately been embraced by corporate executives who are interested in improving employee job performance. This

is due to fact that enterprise social media has the ability to allow effective, transparent, and visible communication and cooperation. IBM Connections, Jive, Yammer, and Tibbr are among the notable systems. Google Currents is another option (Cetto et al., 2018). Thus, due to improved social capital obtained through the use of enterprise social media, as well as stronger social links and societal the reinforcing factors, employees will feel more connected to and engaged with the work environment (Moqbel, 2012).

Enterprise Social-Media is thought to boost interpersonal relationships and employee engagement by quickening information creation and interchange within organization. As a result, it is believed that enterprise social media is essential for fostering teamwork, context awareness and organization learning, all of which improve employee performance (Kuegler et al., 2015). Indeed, many studies have shown that worker interaction and the interchange of a significant amount of the knowledge unrelated to work negatively affect employee performance (Lu & Pan, 2019; Wu, 2017). Enterprise social media adoption is increasing employee communication and cooperation, but it is creating significant opportunities and hitches for managing and developing productivity (Ding et al., 2019). The workers' workplace integration refers to networking and communication, while the workplace integration side of the business refers to workplace-based help from management and the company in general with workers.

Figure 1 Theoretical Framework
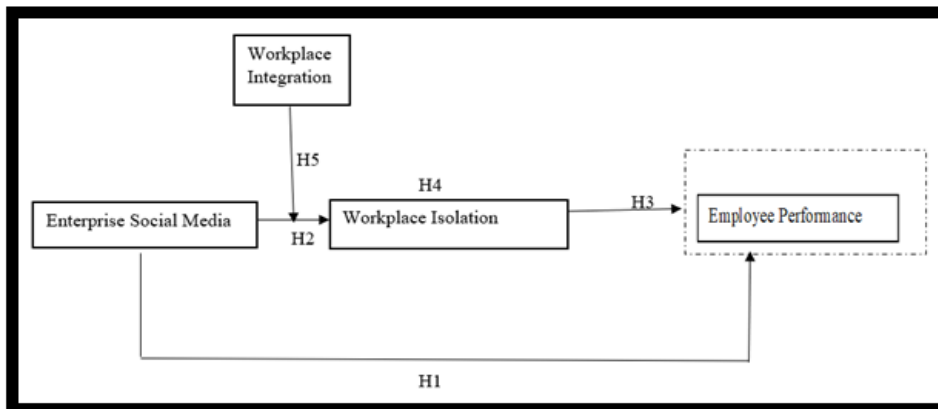
RESEARCH METHODOLOGY

In this paper, qualitative and quantitative methods were used together. The paper was carried out with the "Quantitative Research Method" approach, which is one of the research designs (Creswell & Plano-Clark, 2007). Since the researcher thinks it provides the finest opportunity for thoroughly comprehending all the concerns pertinent to research goal. The decision to use this approach was driven by need for researcher to gather varied, complimentary facts in order to fully comprehend the current issue. The researcher used different tools likewise the quantitative analysis, close-ended questions were involved for calculating the result (Charma & Singh, 2011). This study employs an explanatory methodology to look at how independent and dependent factors interact in terms of cause and effect.

Data Collection

Fundamental method is subject of this study. Workers from Multan, Pakistan's telecommunications sector, are research's source. The research was focused on middle-level employees. Because all of the plaintiffs were asked same questions, this research used preset questions that made for easier data gathering to measure. In order to record participant replies to the survey, a combination of an online and offline study platform was used in the data collection for this analysis. The expansion and innovation of this industry are mostly driven by the telecommunications industry, which is also the primary source of income for the industry. Since the turn of the twenty-first century, the global telecommunications industry has been on a path of consistent expansion. This can be attributed, in large part, to the rapid development of new technologies, the rise of globalization, the intensity of competition, and increasing prevalence of mobile consumer habits. Moreover, trade liberalization, advantageous agreements, and competition have all helped to strengthen Pakistan's telecom sector significantly. Using both online and offline methods, the date was established. Email and face-to-face surveys were distributed to the employees to obtain their answers. The questionnaire was then distributed to staff in order to collect data. Between public and private telecommunications sectors in Punjab, 375 surveys were issued. Of the 325 questions that were received, 300 were deemed suitable for study.

Sampling Technique & Size

There are 300 telecom industry personnel who participated in study and provide their feedback about the research issues. Nonprobability sampling methods are employed. Study used convenient sampling. Employing the method of easy sampling, the employees have been asked to distribute the questionnaire to other employees. The study issues are resolved with help of convenience sampling (Taherdoost 2016).

Measurement of Study

Enterprise social media (ESM) consist of six items, measure will be adapted from Ou and Davison (2011). Employee Performance consist of twenty-three item scale and adapted from Pradhan and Jena (2017). Informational isolation and physical isolation are two concepts or sub-variables that make up workplace isolation. Ten different things are included. The Marshall et al. (2007) list of objects for physical isolation is made up of four, and the list of items for information isolation is six. The primary factor, workplace isolation, is subject of this study. The scale for Workplace Integration will be based on three items (Mulki & Jaramilo, 2011). To test the calculation model, we used SPSS for demographic analysis and PLS3 to perform measurement and structural model. After indicating the accuracy of the measurement model, we employ SPSS and PLS3 to confirm the correlations that have been postulated.

DATA ANALYSIS

Table 1 Demographical Characteristics of Respondents

Demographics		n	%
Gender	Male	264	88.0
	Female	36	12.0
Age	18-25	99	33.0

	26-35	101	33.7
	35-45	90	30.0
	46-55	9	3.0
	Above 55	1	0.3
Qualification	Undergraduate	8	2.7
	Graduate	159	53.0
	MS/MPhil	117	39.0
	Ph.D	16	5.3

In above Table 1, male responses (88%) are comparatively lesser than females (12%). Then, in line with the education group are following: Undergraduate (8%), Graduate (53%), MS/MPhil (39%), Ph.D. (5.3%). In our research, the largest age group was 26-35 (33.7%) and remaining are 18-25 (33%), 35-45 (30.0%), 46-55(3%), above 55(0.3%), research sample shows diverse according to gender, age and educations.

Assessment of Measurement Model

Ringle et al. (2015) evaluate the measurement and structural model by using Smart PLS 3.0 as their primary tool. Utilizing indicator reliability, convergent validity, discriminant validity, and internal consistency reliability, the relevancy and dependability of the data obtained are evaluated. The values for factor loading, Cronbach's alpha, composite reliability, and AVE are displayed in Table 2. Factor loading, Cronbach's alpha, composite reliability, and AVE scores are all values. According to George and Mallery (2003), a Cronbach's alpha of more than 0.7 is favorable. It is better than 0.7 in the present study, which is favorable. Additionally, the composite dependability should be at least 0.7 and AVE should be equal to or greater than 0.5. (Fornell & Larcker, 1981; Hair & Lukas, 2014). Consequently, both the AVE and composite reliability are above the allowed range in the current investigation.

Table 2 Internal Consistency, Convergent Validity, Composite Reliability & AVE

|	Cronbach Alpha	rho_A	CR	AVE
Employee Performance	0.924	0.926	0.934	0.504
Enterprise social media	0.719	0.72	0.877	0.78
Workplace Integration	0.706	0.708	0.872	0.773
Workplace Isolation	0.801	0.802	0.858	0.501

Discriminant Validity

Each AVE's square root is larger than its bi-factor correlation coefficients and confirm discriminant validity according to Fornell and Larcker's (1981) criterion.

Table 3 Fornell and Larcker's (1981) Criterion

	EP	ESM	WI	WIS
EP	0.71			
ESM	0.353	0.883		
WI	0.411	0.562	0.879	
WIS	0.383	0.56	0.527	0.708

The factor loading for each construct is displayed in Figure 3. Factor loading for each construct is greater than 0.8. In order to achieve a degree of the convergent validity that is acceptable, factor loading must be at least more than 0.5 (Hair et al., 2010). As a result, the convergent validity was achieved in this study.

Figure 2 Assessment of Measurement Model
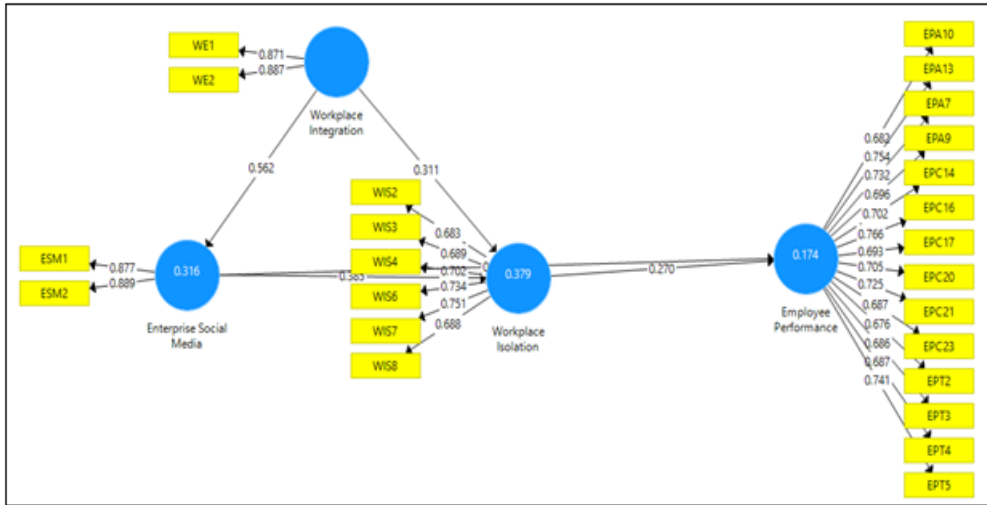
Assessment of Structural Model

With the assistance of Smart PLS 3, a structural model was examined following the evaluation of the measurement model. Direct and indirect effects were looked at to accomplish this goal. The path coefficient and "t" value were taken into account to verify hypothesis. R-Squared and predictive relevance (Q2) were also looked at. As stated in Table 4, current investigation has seven (07) direct hypotheses. Since t-value was higher than 1.96, all direct hypotheses (H1, H2 & H3) were accepted. Additionally, the PLS (SEM) bootstrapping method was chosen to track the mediation impact. This is one of the strategies that is appropriate for use while studying a small sample, according to Hair et al. (2014). Approach proposed by Preacher and Hayes (2004) was used so as to evaluate indirect impact, and the recommendations proposed by Hair et al. (2014) were followed in order to evaluate the mediation effect. As a result, present research examined the influence of Workplace Isolation as a mediator by the use of Smart PLS 3.0 (Ringle et al., 2015) by the bootstrapping approach, and it conducted the re-sampling of 500 in order to investigate t-value. Findings of mediation analysis are shown in Table 5. It cannot be denied that t-value is higher than 1.96. As a result, the effect of mediation has a considerable impact. As a result, connection is mediated by isolation in workplace. As a result, H4 are permitted.

Table 4 Structural Model Assessment (Direct Effect Results & Decision)

	B	SE	T	Sig	Hypothesis Outcomes
ESM -> EP	.202	.06	3.361	.000	Accepted
ESM -> WIS	.387	.045	8.504	.000	Accepted
WIS -> EP	.275	.064	4.193	.000	Accepted

Table 5 Structural Model Assessment Results and Decision (In-direct Effect)

	B	SE	T	Sig	Hypothesis
ESM -> WIS -> EP	.106	0.027	3.8	0	Accepted

Table 6 Moderating Effect of Workplace Integration

		SB	SE	T	Sig	Hypothesis
ESM -> WIS		.378	.045	8.332	.000	Supported
Moderating Effect 1 -> WIS	-> ->	-.077	0.036	2.178	.015	Supported

Link between enterprise social-media and workplace isolation is strongly moderated by workplace integration, as shown in Table 6's H5 (b=-0.077, t=2.178, p=0.015), which supports the researcher's hypothesis. The outcome demonstrated that moderating effect had a negative beta value. Therefore, favorable relationship between enterprise social media and workplace isolation will be diminished as a result of greater workplace integration. For H5, P-value is less than 0.05. The results of analysis demonstrate that workplace integration considerably modifies association among enterprise social-media and workplace isolation.

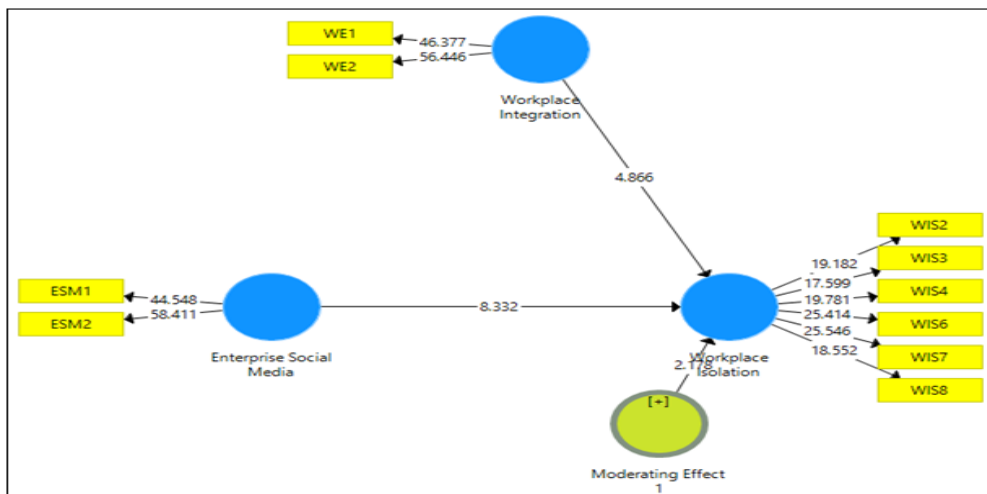Figure 3 Moderating Effect of Workplace Integration


Table 6 Regression (R2)

Relation			R Square	Adjusted R Square
Enterprise Social Media	➡	Employee Performance	.490	.488
Enterprise Social Media	➡	Workplace Isolation	.411	.409

Table 6, Q2 shows that the criteria for determining predictive relevance of the model created for study, employee performance, enterprise social-media, and workplace isolation, have acceptable relevance values of (0.082), (0.312), and (0.209), respectively that provide significant information to reach decision.

Table 7 Predictive Relevance Q2

	Q² SSE/SSO)
Employee Performance	0.082
Enterprise Social-Media	0.312
Workplace Isolation	0.209

Figure 4 Assessment of Structural Model
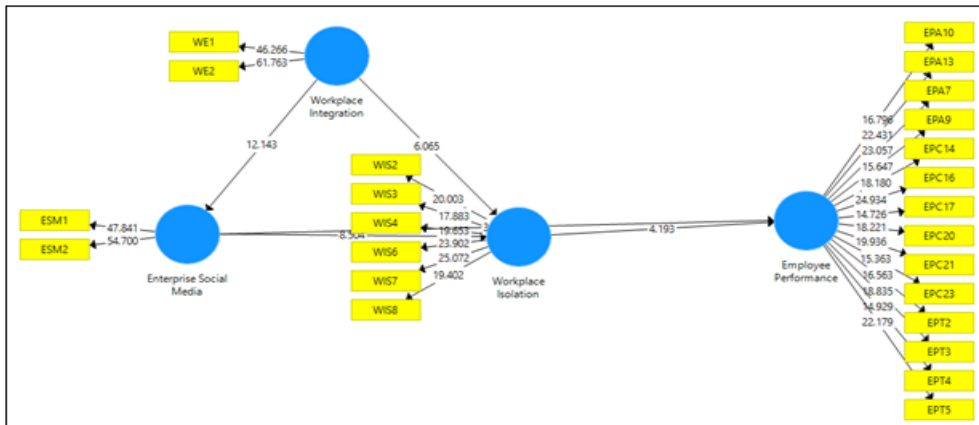
DISCUSSION AND CONCLUSION

The purpose of this research was to evaluate association between worker performance and the use of social media in the workplace. In addition, researcher investigates how employee performance, social media platforms used by the organization, and employee agility are affected when there is isolation in the workplace. According to results of study conducted, there is significant association between performance of employees and use of company social media (b=0.202, t=3.361, p=0.000). This finding is similar to one that was made by Ali-Hassan and colleagues (2015), who discovered that incorporating social media into workplace led to an increase in the employee productivity. Scholars are of the opinion that the H1 theory is correct. There was a significant connection between workplace isolation and use of corporate social media (b = 0.387, t = 8.504, p = 0.000). This result is consistent with findings of Collins, Hislop, and Cartwright (2016), who found that employees who work remotely may experience workplace isolation, which may lead them to become disengaged from their jobs and, as a result, interfere with performance and well-being. This result is congruent with the findings of Collins, Hislop, and Cartwright (2016). The H2 theory is widely supported by research community. Workplace Isolation and Employee Performance are Significantly Related (b = 0.275, t = 4.193, p = 0.000).

This result is consistent with the findings of Gallup (2017), which found that even when a virtual employee isn't physically present at work, they nevertheless make a quantifiable contribution to the productivity of the company. This result is compatible with those of (Gallup, 2017). Teleworkers who have mastered the art of striking the right work-life balance put in more hours and are more involved in their jobs than their counterparts who do their duties in traditional offices. Researchers are of the opinion that the H3 theory is correct. Workplace Isolation acts as a significant moderator

of the connection between Enterprise social media and Employee Performance (b = 0.106, t = 3.8, p = 0.000). This finding is consistent with that of (Bandara & Senanayake, 2020), who discovered that workplace isolation which they defined as situation in which a remote worker feels neglected is one of the most significant effects of remote working on employees. It gives the impression that some individuals are ignored and kept out of the organizational support system, despite the fact that such individuals have a subjective desire to be a member of the group. The particular concern about workplace isolation was that when it occurred, distant employees may experience feelings of loneliness and have a negative impact on their work performance. The findings of research thus far support the H4 concept.

The relationship between enterprise social media and workplace isolation is strongly moderated by workplace integration (b=-0.077, t=2.178, p=0.015; see also Workplace Isolation). This finding is consistent with the findings of Gonzalez et al. (2013), who discovered that people may utilize ESM to improve and widen their social interactions with colleagues, hence fostering a feeling of community in the workplace. This finding is in accordance with their findings. Workplace environment moves away from one that could be characterized as workplace isolation; use of ESM enhances enterprise knowledge and information exchange; enterprise bonds and relationships expand; and as a result, workplace integration increases. Ambiguity of personal and professional spheres shifts workplace environment away from one that could be characterized as workplace isolation. Researchers are of opinion that the H5 hypothesis is correct. Understanding the core values held by employees and the actions they exhibit is very necessary in the telecommunications sector. The relevance of these characteristics and ways in which they could enhance individual and organizational performance is the primary emphasis of this research. Thus, the students will see improvements in their academic performance as a result.

Because they are unable to have face-to-face encounters, employees in digital sphere need highly individualized training to assist them in overcoming behavioral issues they experience. Effective training programs are of the utmost importance since the abilities required to operate in a digital environment might vary greatly from context to context. The idea of social exchange is used in the research since it is presupposed that individuals would choose to participate in social settings that are conducive to the enhancement of their values and mitigation of their individual disadvantages. People are able to evaluate the positives and negatives of their connections and choose the kinds of relationships that will be most beneficial to them. It's possible that this concept may be used in the workplace. If an employee does not feel that they are gaining anything from experiences they are having on job, they may become unhappy with their working conditions. In addition, it is essential to conduct regular surveys to gauge the level of contentment that distant workers have with their places of employment. In conclusion, findings of this research demonstrated that Enterprise social media had a substantial influence on employee performance throughout the Covid-19 period. Enterprise social media played a role in buffering workplace isolation and had a moderating effect on workplace integration.

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