

Balancing work and life: Social media's mediating role in enhancing employee performance

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Abstract

This study investigates the relationship between work-life balance, social media usage, and employee performance, focusing on social media's mediation role. Drawing on Boundary Theory, which studies the blurring of work and personal boundaries, the study looks at how social media can help or hinder employee performance in the context of work-life balance. Data were gathered and analyzed to evaluate four hypotheses: Work-life balance improves employee performance; Work-life balance boosts social media usage; Social media usage improves employee performance; and Social media usage mediates the link between work-life balance and employee performance. The data confirm that work-life balance has a favorable relationship with both social media usage and employee performance, with social media acting as an effective mediator. These findings underscore social media's dual role as a productivity tool and facilitator of work-life balance. The study adds to the expanding corpus of research on digital technologies in the workplace, recommending that firms use social media to improve employee well-being and performance. Future research should look into the potential obstacles and long-term repercussions of social media use in various job settings.

Keywords

work-life balance; employee performance; social media usage; boundary theory; digital tools

INTRODUCTION

Work-life balance has long been recognized as a cornerstone of employee well-being and organizational success. Employees who effectively manage personal and professional responsibilities are not only more engaged and satisfied but also contribute significantly to workplace productivity (Imtiaz & Hossain, 2019; Sánchez-Hernández et al., 2022). Maintaining a healthy work-life balance not only benefits the individual, but can also contribute to a more positive work environment through improved relationships and collaboration among colleagues. However, the emergence of social media has introduced new challenges to achieving this balance.

The widespread use of social media, both in personal and professional contexts, has the potential to disrupt the delicate equilibrium between work and personal life (Archer-Brown et al., 2018; Ferreira & Du Plessis, 2009). Employees may find themselves constantly connected to work, even outside of normal business hours, leading to increased stress

and work-life conflict. Conversely, excessive personal use of social media during work hours can hamper productivity and focus. This tension highlights the relevance of Boundary Theory, which posits that individuals actively construct and manage boundaries between their work and personal lives to achieve balance (Cao & Yu, 2019; Zivnuska et al., 2019). These boundaries are not just about time management, but about controlling the flow of resources like energy, attention, and emotions between different domains.

When boundaries are strong and clear, individuals can more effectively transition between work and non-work roles, allowing for psychological detachment from work demands during personal time (Sanz-Vergel et al., 2024). This detachment is crucial for recovery from work stress and preventing burnout, ultimately contributing to greater job satisfaction, engagement, and productivity (Brough et al., 2014). However, blurred boundaries can lead to role conflict, where the demands of one domain spill over into another, negatively impacting performance and well-being (Soomro et al., 2018). Social

media, with its constant connectivity and potential for both work and personal use, presents new challenges to maintaining these boundaries.

Despite growing interest in work-life balance, limited research has explored the nuanced role of social media in mediating the relationship between boundary management and employee performance. This study contributes to filling this gap by examining how social media usage, particularly its frequency and duration, affects work-life balance and employee performance. By addressing these dynamics, the study offers a timely perspective on the intersection of technology, employee well-being, and organizational effectiveness. Additionally, it provides insights into industries most affected by these challenges, underscoring the practical implications for employers navigating an increasingly digital workplace.

This study aims to explore how social media usage, particularly its frequency and duration, might mediate the relationship between work-life balance and employee performance. By understanding the role of social media in either strengthening or blurring boundaries, we can gain insights into its impact on employee well-being and organizational effectiveness.

The widespread adoption of social media in recent years has further complicated the dynamics of work-life balance (Farivar et al., 2022; Farivar & Richardson, 2021). This blurring, a key concept in Boundary Theory, highlights the challenges individuals face in managing the overlap between work and non-work roles (Allen et al., 2021; Cioffi et al., 2020; Gardner et al., 2021). Research has shown that social media usage can have both positive and negative implications for employee performance. While some studies indicate that social media can enhance collaboration, knowledge sharing, and employee engagement, others suggest that excessive or inappropriate use can lead to decreased productivity, increased burnout, and work-family conflict (Catedrilla et al., 2020; Vithayathil et al., 2020; Washington, 2021; Yemoh & Amitai, 2022).

While social media can enable greater flexibility and connectivity, excessive or inappropriate use during work hours can disrupt productivity and lead to work-life conflict. Prior studies have explored the complex interplay between work-life balance, social media usage, and employee outcomes, revealing nuanced and at times contradictory

findings (Chu, 2020; Saim et al., 2021). To address this gap in the literature, this paper provides a comprehensive analysis of the role of social media usage in mediating the relationship between work-life balance and employee performance, drawing upon the existing body of research. Specifically, this study investigates the impact of work-life balance on employee performance, with social media usage as a mediating factor, by addressing the following research questions: 1). What is the relationship between work-life balance and employee performance?; and 2) To what extent does social media usage mediate this relationship?. This study aims to contribute to the growing body of literature on the intersection of work-life balance, social media, and employee performance, with the goal of informing organizational policies and practices that can support employee well-being and productivity in the digital.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Work-life balance and employee performance

Substantial research has explored the relationship between work-life balance and employee performance. A robust work-life balance, characterized by the ability to effectively manage professional and personal responsibilities, has been consistently linked to positive outcomes for both individuals and organizations. Employees who maintain a healthy balance tend to exhibit higher levels of job satisfaction, engagement, and productivity, which can ultimately contribute to improved overall organizational performance. On the other hand, work-life conflict and imbalance have been associated with increased stress, burnout, and diminished work outcomes. This literature review will examine the existing evidence on the influence of work-life balance on various aspects of employee performance.

Studies have found a strong positive correlation between work-life balance and job performance, suggesting that individuals who are able to effectively manage the demands of their work and personal lives tend to be more productive and successful in their roles (Roopavathi & Kishore, 2021; Tamunomiebi & Oyibo, 2020). Similarly, a study by Shim (2021) and Cannizzo et al. (2019) demonstrated that the implementation of work-life balance policies, such as flexible

work arrangements and family-friendly benefits, can lead to improved employee performance, reduced absenteeism, and increased organizational commitment. This indicates that a supportive work environment that enables employees to balance their professional and personal commitments can have a significant impact on their overall work outcomes.

In contrast, research has also highlighted the negative consequences of work-life imbalance on employee performance. Individuals who experience high levels of work-family conflict, where the demands of one domain interfere with the other, have been shown to exhibit lower job performance, higher levels of turnover, and reduced organizational citizenship behaviors (Christian et al., 2023). Consequently, organizations that fail to address work-life balance concerns may experience decreased productivity, reduced talent retention, and impaired overall organizational effectiveness.

Recent studies have identified unique work-life balance challenges faced by Generation Z employees, born roughly between 1997 and 2012. This cohort, now entering the workforce in significant numbers, values flexibility, personal fulfillment, and technology integration in the workplace (Aggarwal et al., 2022). However, their heightened reliance on digital tools, including social media, complicates the balance between work and personal life. The continuous presence of digital platforms exacerbates boundary blurring, highlighting the need for tailored work-life balance strategies to support this tech-savvy generation effectively (Lazăr, 2023; Nawaz, 2024).

H1: work life balance is positively associated with employee performance.

Social media usage as a mediator

The proliferation of social media has introduced new complexities to the dynamics of work-life balance. Social media platforms, with their constant connectivity and potential for both work and personal use, can blur the boundaries between professional and personal domains, making it challenging for employees to effectively manage their time and energy. Boundary Theory serves as a useful framework for understanding these dynamics, suggesting that individuals construct and manage boundaries to transition

effectively between work and non-work roles (Duan et al., 2023; Nawaz, 2024). Social media, by enabling instantaneous communication and multitasking, can weaken these boundaries, potentially resulting in work-life conflict.

For Generation Z employees, social media usage is particularly significant. Research indicates that Gen Z heavily engages with social media for both personal expression and professional networking (Barhate & Dirani, 2022; Sabar et al., 2024). This dual purpose complicates boundary management, as employees may unintentionally carry work-related stress into their personal lives or vice versa. Understanding how social media influences their work-life balance is critical for developing strategies to improve employee well-being and organizational outcomes.

Theories such as Social Exchange Theory by Blau and Job Demands-Resources (JD-R) Model (Bakker & Demerouti, 2007) provide additional insights into the relationship between work-life balance, social media usage, and employee performance. Social Exchange Theory suggests that reciprocal relationships, such as those between employers and employees, depend on balanced exchanges. Excessive social media use that disrupts work-life balance can strain these exchanges. Meanwhile, the JD-R Model highlights how excessive demands (e.g., continuous connectivity) and insufficient resources (e.g., recovery time) can diminish performance and well-being.

Recent studies have examined the role of social media usage as a mediating factor in the relationship between work-life balance and employee performance (Soomro et al., 2018). A meta-analysis by (Wu et al., 2021) found that social media use, particularly during work hours, can negatively impact work-life balance and lead to decreased job performance. Employees who struggle to limit their personal social media use while on the job may experience greater work-family conflict, which can, in turn, undermine their ability to fulfill their professional responsibilities effectively. Conversely, some research has suggested that the strategic and productive use of social media can enhance work-life balance and employee performance. For instance, a study by (Dittes & Smolnik, 2019) found that using social media for work-related purposes, such as collaboration, knowledge sharing, and professional networking, can positively impact work-life balance and job performance. This

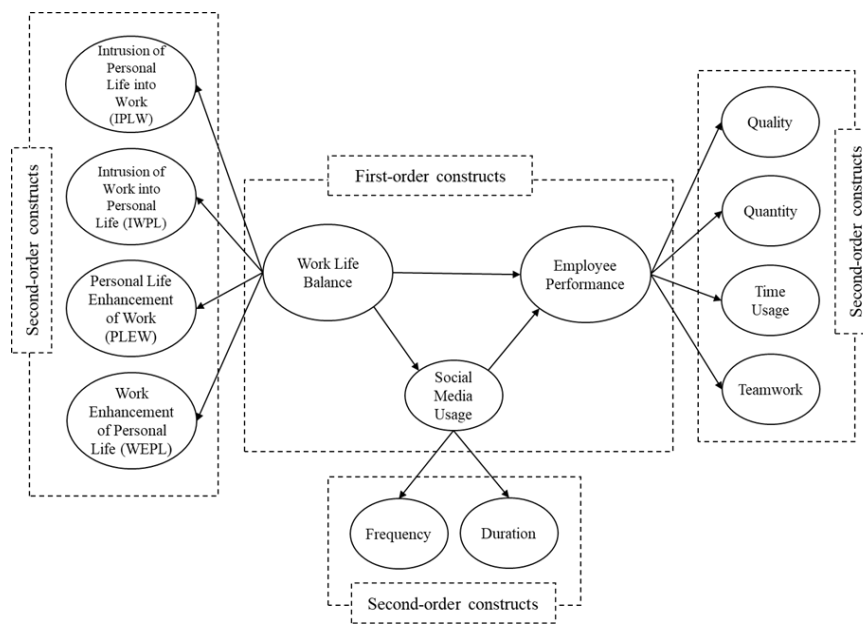


Figure 1.
Conceptual framework

indicates that the impact of social media on employee outcomes may depend on the specific nature and purpose of usage.

However, the relationship between social media usage and work-life balance is complex, and causality could plausibly operate in both directions. While this study hypothesizes that work-life balance positively influences social media usage by creating conditions for more mindful and constructive engagement, we acknowledge that reverse causality may also play a role. Employees who use social media effectively may, in turn, experience improved work-life balance by leveraging these platforms to manage boundaries more flexibly or to enhance personal and professional interactions. Figure 1 depicts the research conceptual framework, with three main constructs and 10 dimensions.

H2a: Work-life balance is positively associated with social media usage.

H2b: Social media usage is positively associated with employee performance

H2c: Social media usage mediates the relationship between work-life balance and employee performance.

METHODS

This study will employ a quantitative research design, utilizing a cross-sectional survey methodology to collect data from a sample of full-time employees. Given the cross-sectional survey design of this study, it was essential to address potential concerns about common method bias (CMB), which can arise when data for all variables are collected from the same source at a single point in time. To mitigate this issue, several strategies were implemented both during the survey design and in the data analysis phase. Procedurally, the survey ensured respondent anonymity and confidentiality to encourage honest answers, reducing the likelihood of socially desirable responses. Additionally, questions were randomized to avoid response patterns influenced by the order in which items were presented, and clear, straightforward language was used to minimize misunderstandings.

The survey instrument will encompass measures for work-life balance, social media usage, employee performance, and relevant demographic variables. The focus of this research is on Zillennials, a micro-generation comprising late Millennials (Generation Y) and early Generation Z, who form a significant proportion of the young workforce. Zillennials present unique research criteria due to their

Table 1.
Construct validity and reliability

Constructs	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Duration	0.715	0.716	0.838	0.722
EP	0.801	0.802	0.858	0.501
Frequency	0.726	0.728	0.808	0.678
IPLW	0.747	0.748	0.783	0.644
IWPL	0.775	0.776	0.899	0.817
PLEW	0.729	0.731	0.881	0.787
Quality	0.784	0.714	0.778	0.543
Quantity	0.642	0.743	0.848	0.736
SMU	0.743	0.744	0.838	0.565
Teamwork	0.753	0.755	0.852	0.742
Time Usage	0.755	0.758	0.764	0.520
WEPL	0.773	0.714	0.812	0.687
WLB	0.835	0.837	0.876	0.504

dual exposure to both analog and digital environments during their formative years, sharing traits with both generational cohorts. Given the centrality of social media usage in this study, Zillennials are particularly apt subjects for investigation. Utilizing the statistical power approach as outlined by Hair et al. (2019), with 22 observed variables and three latent variables, the minimum required sample size is determined to be 181 respondents. This study successfully collected data from 217 respondents, exceeding the minimum requirement. The sampling technique employed is snowball sampling.

Employee performance will be evaluated using a multi-dimensional measure that captures task performance, contextual performance, and adaptive performance. Thus, employee performance will be measured using Performance Rating Scale by Miner (1988). Work-life balance will be measured using a validated scale by Rincy & Panchanatham (2010). Social media usage will be assessed through self-reported measures of the frequency and duration of both personal and work-related social media use during work hours. Similar approach of using duration and frequency as indicators for social media usage had been used as well by Pevekar et al. (2023), and the same idea was also highlighted by Sabar et al. (2024). Data will be analyzed using structural equation modeling (SEM) to test the hypothesized mediation model.

RESULTS AND DISCUSSION

After data collection, a reliability dan validity test was conducted to ensure that each

measure is reliable and valid. The path analysis and structural equation modeling (SEM) using the PLS algorithm determine the path correlation coefficient, which represents the partial correlation between endogenous and exogenous variables. The PLS algorithm involves a sequence of regressions based on weight vectors, which, upon convergence, satisfy fixed-point equations. The core PLS technique consists of the following stages. The PLS algorithm is used to obtain a crucial parameter known as factor loadings. Each item's factor loading must be 0.70 or higher. In this case, all measurements showed factor loadings above 0.70, indicating that the measurement model considered all items robust enough to be retained without removing any (Figure 2). Consequently, each construct was represented by minimum two items.

Composite reliability, similar to Cronbach's alpha, is a measure of construct reliability that assesses the internal consistency of scale components. In research, a composite reliability score of 0.70 or better is critical since it indicates that the construct is reliable and suited for further investigation. Similarly, Cronbach's alpha should be equal to or greater than 0.70, indicating that the latent variable is reliable. When both composite reliability and Cronbach's alpha exceed 0.70, it implies that the measurement model is stable and meets essential indices such as factor loading ≥ 0.50 , AVE ≥ 0.50 , and CR ≥ 0.70 (Hair et al., 2019). This robust basis enables researchers to securely move forward with future analyses (Table 1).

Convergent validity is measured using the Average Variance Extracted (AVE), with a value larger than 0.50 suggesting that the

indicators accurately represent the construct. In this case, an AVE greater than 0.50 across all constructs demonstrates that the model's indicators are accurately quantified. This validation ensures the accuracy of the constructs, allowing for additional analytical operations such as path analysis, which is frequently performed using bootstrapping approaches. Furthermore, discriminant validity is assessed using methods such as the Fornell-Larcker criterion, Heterotrait-Monotrait ratio, and Cross Loadings, which ensure that the constructs are distinct from one another and improve the model's overall dependability.

Discriminant validity is primarily evaluated using important measures such as the Fornell-Larcker criterion, the Heterotrait-Monotrait ratio, and Cross Loading. These methods are crucial for establishing if constructions are actually unique from one another, as explained in the following sections and tables (Table 2). The Fornell-Larcker criterion is often used to determine the amount of shared variation among a model's latent variables.

This method verifies discriminant validity by determining whether the square root of each variable's AVE is greater than its correlation with other variables. As shown in the analysis, all variables met this condition, showing that no discriminant difficulties existed according to the Fornell-Larcker criterion. Furthermore, the Heterotrait-Monotrait (HTMT) ratio ≤ 0.850 was utilized to validate these findings, with the results detailed in the following tables (Table 3).

Bootstrapping is a nonparametric technique used to assess the statistical significance of PLS-SEM results, including path coefficients. In this context, the structural model was examined to derive empirical data outputs through rigorous statistical analysis, employing the PLS-Bootstrapping method via Smart PLS. This approach enhances the reliability of the findings by providing robust estimates of the model's parameters, as detailed in the accompanying table (Table 4).

Table 2.
Fornell larcker criterion

Constructs	1	2	3	4	5	6	7
Duration (1)	0.950						
EP (2)	0.157	0.888					
Frequency (3)	0.615	0.270	0.824				
IPLW (4)	0.131	0.510	0.159	0.882			
IWPL (5)	0.114	0.478	0.030	0.636	0.904		
PLEW (6)	0.136	0.686	0.152	0.536	0.502	0.887	
Quality (7)	0.212	0.822	0.281	0.428	0.417	0.587	0.737
Quantity (8)	0.161	0.834	0.325	0.475	0.416	0.513	0.546
SMU (9)	0.904	0.237	0.893	0.162	0.081	0.160	0.274
Teamwork (10)	0.089	0.847	0.126	0.403	0.419	0.621	0.579
Time Usage (11)	0.278	0.295	0.171	0.370	0.286	0.291	0.313
WEPL (12)	0.213	0.447	0.206	0.434	0.404	0.521	0.376
WLB (13)	0.171	0.666	0.153	0.829	0.833	0.821	0.570

Constructs	8	9	10	11	12	13
Duration (1)						
EP (2)						
Frequency (3)						
IPLW (4)						
IWPL (5)						
PLEW (6)						
Quality (7)						
Quantity (8)	0.858					
SMU (9)	0.269	0.752				
Teamwork (10)	0.548	0.120	0.862			
Time Usage (11)	0.205	0.251	0.249	0.721		
WEPL (12)	0.442	0.233	0.305	0.145	0.829	
WLB (13)	0.571	0.181	0.559	0.350	0.658	0.710

Table 3.
Heterotrait-Monotrait Ratio (HTMT)

Constructs	1	2	3	4	5	6	7
Duration (1)	-						
EP (2)	0.223						
Frequency (3)	0.078	0.417					
IPLW (4)	0.373	0.853	0.322				
IWPL (5)	0.204	0.605	0.116	0.077			
PLEW (6)	0.199	0.897	0.255	0.838	0.667		
Quality (7)	0.394	0.174	0.540	0.841	0.645	0.879	
Quantity (8)	0.254	0.161	0.556	0.879	0.590	0.746	0.876
SMU (9)	0.334	0.307	0.431	0.340	0.158	0.220	0.452
Teamwork (10)	0.140	0.164	0.218	0.750	0.585	0.897	0.825
Time Usage (11)	0.472	0.427	0.300	0.700	0.435	0.460	0.532
WEPL (12)	0.355	0.672	0.378	0.790	0.566	0.786	0.634
WLB (13)	0.280	0.809	0.258	0.372	0.034	0.040	0.814

Constructs	8	9	10	11	12	13
Duration (1)						
EP (2)						
Frequency (3)						
IPLW (4)						
IWPL (5)						
PLEW (6)						
Quality (7)						
Quantity (8)						
SMU (9)	0.387					
Teamwork (10)	0.850	0.173				
Time Usage (11)	0.334	0.382	0.405			
WEPL (12)	0.720	0.357	0.521	0.266		
WLB (13)	0.775	0.263	0.749	0.506	0.893	-

Table 4 shows that all hypotheses were accepted. H1 at the t-statistics was 12.615, greater than 1.96 and the *p-value* was 0.000, less than 0.05. H2a at the t-statistics was 3.393, greater than 1.96 and the *p-value* was

0.001, less than 0.05. H2b at the t-statistics was 2.679, greater than 1.96 and the *p-value* was 0.008, less than 0.05. H2c at the t-statistics was 2.266, greater than 1.96 and the *p-value* was 0.024, less than 0.05. The

Table 4.
Path coefficients

Hypotheses	Constructs	T Statistics	P Values	Remark
H1	WLB -> EP	12.615	0.000	Accepted
H2a	WLB -> SMU	3.393	0.001	Accepted
H2b	SMU -> EP	2.679	0.008	Accepted
H2c	WLB --> SMU --> EP	2.266	0.024	Accepted
Second-order constructs	EP -> Quality	18.865	0.000	Accepted
	EP -> Quantity	39.942	0.000	Accepted
	EP -> Teamwork	28.033	0.000	Accepted
	EP -> Time Usage	4.490	0.000	Accepted
	WLB -> IPLW	35.065	0.000	Accepted
	WLB -> IWPL	36.237	0.000	Accepted
	WLB -> PLEW	19.030	0.000	Accepted
	WLB -> WEPL	15.344	0.000	Accepted
	SMU -> Duration	67.028	0.000	Accepted
	SMU -> Frequency	61.481	0.000	Accepted

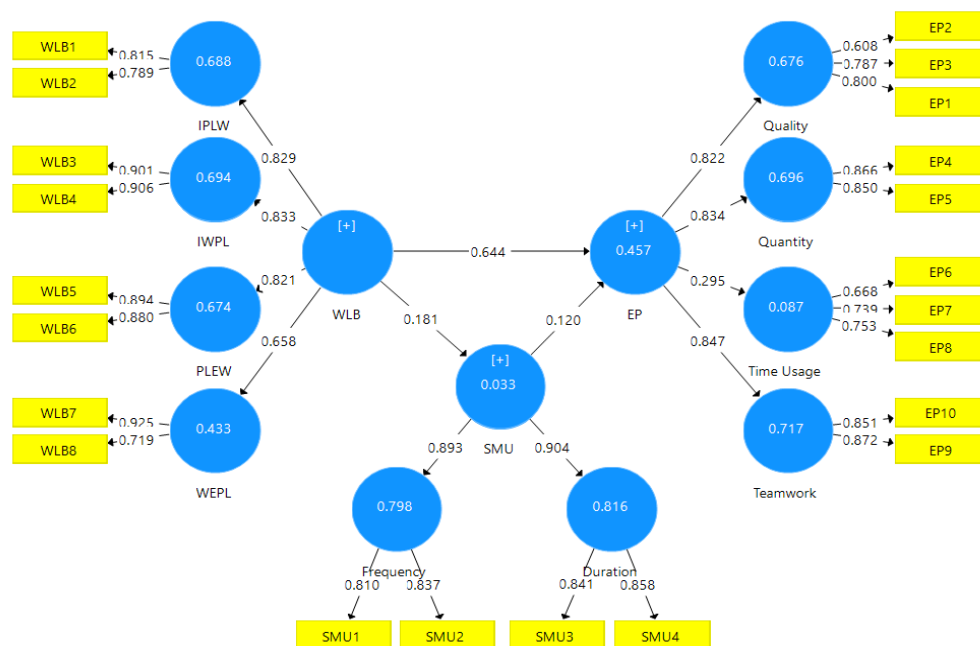


Figure 2.
Path (correlation) coefficient of PLS algorithm

dimensions of employee performance (EP), quality; quantity; teamwork, time usage, all of the t-statistics were above 1.96 and all p-values were below 0.05. T-statistics confirmed the second-order association between the construct and all of its dimensions, with a significant p-value of less than 0.05. This finding supports the deductive predictions based on the literature.

The value of R^2 was 0.457 (Figure 2), indicating that the predictor variables, which included work-life balance and social media usage, accounted for nearly 45.7% of the variance in the endogenous variable employee performance. The remaining 26% was due to various contributing factors. Furthermore, the measurement factors linked with each construct effectively shaped the second-order constructs, with three items demonstrating strong predictability of the measured variables.

The goal of this study was to better understand the complicated links between work-life balance, social media usage, and employee performance. The findings reveal notable positive connections between these variables, offering light on social media's varied function in the modern workplace. The positive link between work-life balance and employee performance (H_1) is consistent with previous research, indicating that employees who effectively manage their

professional and personal lives perform better at work (Allen et al., 2021; Gardner et al., 2021). This finding implies that striking a balance between work and personal duties helps employees stay focused, motivated, and productive. These findings add to the current conversation regarding the relevance of work-life balance in promoting not only employee well-being but also corporate effectiveness.

The data also support the assumption that work-life balance increases social media usage, as the use of technology becomes essential in managing work-life dynamics (H2a). Additionally, social media usage enhances employee performance due to its inherent advantages (H2b). This is consistent with research showing that social media can improve employee communication, collaboration, and engagement (Catedrilla et al., 2020; Vithayathil et al., 2020). Social networking platforms can help employees connect with coworkers, obtain information, and handle job-related duties, all of which lead to improved performance and a more balanced attitude to work and life.

The study also discovered that social media use mediates the association between work-life balance and employee performance (H2c). This findings highlight that social media not only directly enhances performance but also amplifies the positive benefits of work-life balance on performance. The mediation effect

emphasizes social media's dual role as a facilitator of work-related activities and a tool for attaining a more balanced work-life dynamic. This findings align with Boundary Theory, which examines the permeability of professional and personal boundaries (Farivar et al., 2022; Farivar & Richardson, 2021).

Gen Z employees, who formed the research object of this study, demonstrated a unique relationship between work-life balance, social media usage, and performance. Known for their digital fluency and preference for flexible work environments, Gen Z employees appear to use social media to navigate blurred work-life boundaries more efficiently. This dynamic is reflected in the data, where respondents with higher work-life balance scores also showed responsible social media usage, which in turn positively influenced their performance outcomes.

A comparison of the direct and mediated effects revealed that while work-life balance alone significantly enhances employee performance, the introduction of social media as a mediator strengthens this relationship further. This suggests that the integration of social media into work-life balance strategies can serve as a unique leverage point for organizations, particularly in managing younger, tech-savvy employees. The findings reinforce the role of social media as a strategic tool rather than a distraction, provided it is used purposefully.

The duality of social media's impact warrants further consideration. While previous studies have highlighted its risks, such as diminished productivity and increased work-family conflict (Washington, 2021; Yemoh & Amitai, 2022), this research emphasizes the potential for positive outcomes when usage is managed responsibly. For Gen Z employees, the significance lies in the alignment of social media usage with work-life balance goals. Indicators such as flexible communication, reduced role conflict, and enhanced time management emerged as key factors contributing to these positive effects.

The results of the study have consequences for the larger conversation about work-life balance and worker productivity. Through showcasing social media's beneficial effects, the study expands on our knowledge of how digital tools can be used to promote productivity and well-being among employees. This is consistent with the increasing acknowledgement of the significance of incorporating technology into work-life balance tactics.

CONCLUSION

This study found that work-life balance and social media usage improve employee performance, providing valuable insights into how these elements are interconnected. The study demonstrated that a healthy work-life balance is closely linked to improved employee performance, emphasizing the significance of balancing professional and personal duties. Furthermore, the study emphasized the benefits of social media in the workplace, demonstrating that its use not only promotes work-life balance but also directly contributes to enhanced performance. Social media is a strong instrument that, when used properly, may promote communication, cooperation, and task management, therefore boosting the entire work environment.

The study also discovered that social media functions as a mediator in the relationship between work-life balance and employee performance, implying that its strategic use can increase the favorable impacts of work-life balance on performance. This demonstrates social media's dual function as both a productivity booster and a tool for establishing a balanced work-life dynamic.

From a practical standpoint, these findings offer valuable insights for organizational leaders and hr professionals. First, developing clear policies on social media use in the workplace is essential. Rather than restricting usage, organizations should aim to promote its constructive application in fostering work-life balance. Second, training and resources tailored to gen z employees can enhance their ability to balance work and personal responsibilities while leveraging digital tools to maximize productivity.

In conclusion, this study contributes to the expanding body of literature that acknowledges the importance of digital technologies in modern work practices. It proposes that employers promote ethical usage of social media as part of larger work-life balance policies to improve employee well-being and productivity. Future research should look into these dynamics, notably the possible obstacles and long-term effects of social media use in various professional settings.

Despite its positive results, it is vital to acknowledge the study's limitations. The cross-sectional design, for example, restricts the capacity to make causal conclusions. Future study could use longitudinal designs to look at how the correlations between these

variables change over time. Furthermore, while this study concentrated on the good elements of social media use, future research should look into the potential drawbacks, such as the risk of burnout or digital fatigue, especially in environments where social media use is prevalent.

Further research could look into the individual characteristics of social media platforms that have the greatest impact on work-life balance and performance. Understanding these subtleties may allow firms to modify their social media policies to maximize benefits while limiting potential negatives.

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